

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**EMPLOYER BRANDING PRACTICES IMPACT ON
EMPLOYEE BRAND LOYALTY IN PRIVATE HIGHER
EDUCATION INSTITUTIONS IN PAKISTAN: THE MEDIATING
ROLE OF EMPLOYEE ENGAGEMENT**

MUHAMMAD AWAIS ILYAS



UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

APRIL 2019

**EMPLOYER BRANDING PRACTICES IMPACT ON
EMPLOYEE BRAND LOYALTY IN PRIVATE HIGHER
EDUCATION INSTITUTIONS IN PAKISTAN: THE MEDIATING
ROLE OF EMPLOYEE ENGAGEMENT**

**By
MUHAMMAD AWAIS ILYAS**



UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Degree of Doctor of
Philosophy**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

MUHAMMAD AWAIS IYAS

calon untuk Ijazah
(candidate for the degree of)

DOCTOR OF PHILOSOPHY

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**EMPLOYER BRANDING PRACTICES IMPACT ON EMPLOYEE BRAND LOYALTY IN PRIVATE HIGHER
EDUCATION INSTITUTIONS IN PAKISTAN : THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

3 Mac 2019.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

3 March 2019.

Pengerusi Viva : **Assoc. Prof. Dr. Ismail Lebai Othman**

Tandatangan
(Signature)

Pemeriksa Luar : **Assoc. Prof. Dr. Filzah Md. Isa (Taylor's Univ.)**

Tandatangan
(Signature)

Pemeriksa Dalam : **Prof. Dr. Sany Sanuri Mohd. Mokhtar**

Tandatangan
(Signature)

Tarikh: **3 Mac 2019**
(Date)

Nama Nama Pelajar : Muhammad Awais Ilyas
(Name of Student)

Tajuk Tesis / Disertasi : Employer Branding Practices Impact On Employee Brand Loyalty In Private
(Title of the Thesis / Dissertation) Higher Education Institutions In Pakistan : The Mediating Role Of Employee Engagement

Program Pengajian : Doctor of Philosophy
(Programme of Study)

Nama Penyelia/Penyelia-penyelia : Assoc. Prof. Dr. Hasnizam Shaari
(Name of Supervisor/Supervisors)


Tandatangan



PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of School of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of School of Business Management

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman



UUM
Universiti Utara Malaysia

ABSTRACT

Services sector is facing the tremendous challenge in developing a strong employee brand loyalty. Brand loyal employees have intension to stay with organization and committed to deliver high level of services which leads towards consumer satisfaction. Among all the best practices, the most relevant practice known as employer branding which seems relevant in maintaining long term relationship between employee and employer. Although the emergent popularity of the impact of employer branding on employee's behaviour, little is known on how employer branding practices affects existing employee's loyalty behaviour towards their organization's brand. Previous literature on employer branding practices was restricted to potential employees; there is dearth of studies which explore the influence of employer branding practices on existing employee's behaviour. Therefore, the current study attempts to link the relationship between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty behaviour. The present study also attempts to examine the mediation role of employee engagement on the initial relationship. Based on psychological contract theory, the offerings (economic, psychological and functional) by the employer brand, influenced the employee's attitude (engagement) and behaviour (loyalty). The proportionate stratified sampling technique was applied. A total of 492 questionnaires were distributed in eighteen private higher educational institutions located in the Punjab province of Pakistan. The 286 questionnaires were useable for further analysis using the PLS-SEM. The results revealed that employer brand reputation, work life balance, organization culture and compensations and benefits have direct significant positive effect and diversity has indirect significant positive effect on employee brand loyalty. The employee engagement mediates the relationships of employer brand reputation, organizational culture and diversity and employee brand loyalty. Finally, this study suggests various recommendations for future research.

Keywords: Employee brand loyalty, Employer branding, Employee engagement and Higher education

ABSTRAK

Sektor perkhidmatan sedang mengalami cabaran yang besar dalam membina kesetiaan jenama pekerja yang teguh. Pekerja yang mempunyai kesetiaan jenama mempunyai niat untuk terus bersama dengan sesuatu organisasi dan komited untuk memberi mutu perkhidmatan yang cemerlang yang seterusnya membawa kepada kepuasan pengguna. Antara amalan-amalan yang terbaik, amalan yang dikenali sebagai penjenamaan majikan dilihat sebagai relevan dalam mengekalkan hubungan jangka panjang di antara pekerja dengan majikan. Walaupun impak penjenamaan majikan terhadap tingkah laku pekerja semakin popular, tidak banyak yang diketahui tentang bagaimana amalan penjenamaan majikan memberi kesan kepada pekerja yang sedia ada terhadap jenama organisasi mereka. Sorotan kajian sebelum ini ke atas amalan penjenamaan majikan adalah terhad kepada pekerja berpotensi; namun terdapat kekurangan kajian yang besar dalam mengkaji pengaruh penjenamaan majikan terhadap pekerja sedia ada. Oleh itu, kajian ini cuba untuk mengaitkan hubungan di antara amalan penjenamaan majikan (khususnya latihan dan pembangunan, reputasi jenama majikan, keseimbangan kerja dan kehidupan, budaya organisasi, kepelbagaian, tanggungjawab sosial korporat dan pampasan dan faedah) dengan tingkah laku kesetiaan jenama pekerja. Kajian ini juga cuba untuk menyiasat peranan perantaraan penglibatan pekerja dalam perhubungan awal. Menurut teori kontrak psikologi, tawaran (ekonomik, psikologi dan fungsi) daripada jenama majikan, mempengaruhi sikap (penglibatan) dan tingkah laku (kesetiaan) pekerja. Kajian ini menggunakan teknik pensampelan berstrata berkadar. Sebanyak 492 soal selidik telah diedarkan kepada lapan belas institusi pendidikan tinggi swasta di sekitar Punjab, wilayah Pakistan. 286 daripada soal selidik tersebut dapat digunakan untuk analisis lanjut menggunakan PLS-SEM. Hasil kajian menunjukkan bahawa reputasi jenama majikan, keseimbangan kerja dan kehidupan, budaya organisasi dan pampasan dan faedah mempunyai hubungan positif yang kuat sementara kepelbagaian pula mempunyai kesan positif secara tidak langsung terhadap kesetiaan jenama pekerja. Penglibatan pekerja menjadi perantara perhubungan reputasi jenama majikan, budaya organisasi dan kepelbagaian dengan kesetiaan jenama pekerja. Akhirnya, kajian ini turut mengemukakan pelbagai cadangan untuk kajian pada masa akan datang.

Kata kunci: Kesetiaan jenama pekerja, penjenamaan majikan, penglibatan pekerja dan pendidikan tinggi.

ACKNOWLEDGEMENT

Bismillahir Rahmanir Rahim.

‘In the Name of ALLAH (SWT), Most Gracious, Most Merciful’

All the praise and gratitude belong to ALLAH (SWT) and peace and Salam be upon
His Holy Prophet Muhammad (SAW)

All praise and sincere thanks to ALLAH (SWT), for granting me the strength, wisdom, encourage and knowledge to complete this PhD prestigious journey.

To those eyes who aim to see me as Doctor, his all efforts and sacrifices make me possible to complete my PhD, my late father **Muhammad Ilyas Akhter**. I wish you are with me at that moment. May Allah (SWT) reward him with Jannatul Firdaus.

First of all, I am extremely grateful to my supervisor, **Assoc. Prof. Dr. Hasnizam Bin Shaari**, Deputy Dean, School of Business Management, Universiti Utara Malaysia, for his valuable guidance, scholarly inputs and consistent encouragement I received throughout the research work. This feat was possible only because of the unconditional support provided by him. A person with an amicable and positive disposition, he has always made himself available to clarify my doubts despite his busy schedules and I consider it as a great opportunity to do my doctoral programme under his guidance and to learn from his research expertise. Thank you for all your help and support. I acknowledge **Dr. Ahmad Said Ibrahim Alshuaibi**, my co supervisor, for his kind guidance, willingness, encouragement and constructive critics throughout the preparation of this proposal. Besides my advisor, I would like to thank the rest of my thesis reviewer committee: **Prof. Dr. Sany Sanuri Mohd Mokhtar** and **Assoc. Prof. Dr. Filzah Md Isa** for their insightful comments, suggestions and encouragement which widen my research from various perspectives. I would like to express my gratitude to all my siblings for supporting me with their hearts. Last but not least, many thanks to friends and colleagues of University Utara Malaysia for their kind support and concern.

Table of Contents

PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
Table of Contents	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
APPENDICES	xii

CHAPTER 1 INTRODUCTION

1.1 Introduction	1
1.2 Background of Study	1
1.3 Problem statement	6
1.4 Research questions	12
1.5 Research objectives	13
1.6 Significance of study	14
1.6.1 Theoretical contributions	14
1.6.2 Practical contributions	15
1.7 Scope of the study	16
1.8 Definitions of the key terms	17
1.9 Structure of the thesis	19

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction	21
2.2 Higher education in Pakistan	21
2.3 Employee turnover in Higher education institutions in Pakistan	23
2.4 Employee brand loyalty	25
2.4.1 Conceptualizing and defining employee brand loyalty	25
2.4.2 Antecedents or predictors of employee brand loyalty	30
2.5 Employer branding: A still evolving concept	34

2.5.1 Conceptualization of employer branding	35
2.5.2 Role of employer branding	36
2.5.3 Dimensions of employer branding practices	38
2. 5.3.1 Training and development	40
2.5.3.2 Employer brand reputation	42
2.5.3.3 Work life balance	43
2.5.3.4 Diversity	44
2.5.3.5 Corporate social responsibility	45
2.5.3.6 Organizational culture	46
2.5.3.7 Compensations and benefits	47
2.6 Underlying theory; Psychological contract theory	48
2.7 Relationship between employer branding practices and employee brand loyalty	51
2.8 Employee engagement	54
2.8.1 Conceptualizing and defining employee engagement	54
2.8.2 Relationship between employer branding practices and employee engagement	56
2.8.3 Relationship between employee engagement and employee brand loyalty ..	57
2.8.4 Employee engagement as mediator	58
2.9 Research Framework	60
2.10 Hypothesis development	62
2.10.1 Relationship between training and development with employee engagement and employee brand loyalty:	63
2.10.2 Relationship between reputation with employee engagement and employee brand loyalty:	64
2.10.3 Relationship between work life balance with employee engagement and employee brand loyalty:	64
2.10.4 Relationship between diversity with employee engagement and employee brand loyalty:	65
2.10.5 Relationship between organizational culture with employee engagement and employee brand loyalty:	66
2.10.6 Relationship between CSR with employee engagement and employee brand loyalty:	67
2.10.7 Relationship between compensations and benefits with employee engagement and employee brand loyalty:	68
2.10.8 Relationship between employee engagement and employee brand loyalty:	69

2.11 Conclusion	74
-----------------------	----

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction	75
3.2 Research philosophies	75
3.3 Research design	77
3.3.1 Population	78
3.3.2 Sample size and Sampling technique	82
3.3.3 Data collection procedures	86
3.3.4 Operationalize definition of variables	87
3.3.5 Operationalize definition of employee brand loyalty	87
3.3.6 Measurement of employee brand loyalty	88
3.3.7 Operationalize definition of employer branding	88
3.3.8 Operationalization of employer branding dimensions	89
3.3.9 Measurements of employer branding	90
3.3.10 Operationalize definition of employee engagement	92
3.3.11 Measurements of employee engagement	92
3.3.12 Measurement scaling	93
3.4 Validity test	94
3.5 Reliability test	95
3.6 Pre-test and Pilot tests	96
3.7 Techniques of Data analysis	97
3.8 Testing the Mediation effect	99
3.9 Chapter Summary	101

CHAPTER 4 DATA ANALYSIS AND FINDINGS

4.1 Introduction	102
4.2 Response Rate	102
4.3 Data screening	104
4.3.1 Missing data	105
4.3.2 Detecting of outliers	105
4.3.3 Normality test	106

4.4 Respondents' Profile	108
4.5 Data analysis and Results	109
4.5.1 Measurement model	110
4.5.2 Structural Model	119
4.5.2.1 Direct relationships	120
4.5.2.2 Coefficient of Determination (R^2)	127
4.5.2.3 Mediation test	128
4.5.2.4 Assessment of Effect Size (f^2)	134
4.5.2.5 Assessment of Predictive Relevance (Q^2)	135
4.6 Conclusion	136

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1 Introduction	138
5.2 Recapitulation of the study's findings	138
5.2.1 Discussion of findings	139
5.2.1.1 Employer branding practices and employee brand loyalty	140
5.2.1.1.1 Relationship between TD, EBR, WLB, DIV, OC, CSR and CB with employee brand loyalty (EBL)	141
5.2.3 Employer branding practices and employee engagement	152
5.2.3.1 Relationship between TD, EBR, WLB, DIV, OC, CSR and CB with employee engagement (EE)	153
5.2.4 Employee engagement and employee brand loyalty	161
5.2.5 The mediating effect of employee engagement on the relationship between employer branding practices and employee brand loyalty	163
5.2.5.1 Employee engagement (EE) mediates between TD, EBR, WLB, DIV, OC, CSR, CB and employee brand loyalty (EBL)	163
5.3 Theoretical contributions	166
5.4 Practical and Managerial Implications	169
5.5 Limitations and future research	171
5.6 Conclusion	173
References	

LIST OF TABLES

Table 2. 1 Most prominent recent studies on predictors of loyalty of employees with organization or brand (2001-16)	33
Table 2. 2 Employer branding dimensions studied in previous studies	39
Table 2. 3 Summary of Research objectives and Hypothesis development	72
Table 3. 1 List of Private Higher Educational Institutions in Punjab, Pakistan	80
Table 3. 2 Krejcie and Morgan (1970) sample size determination table	81
Table 3. 3 Sample Size and No of Respondents from each higher educational Institute (HEI) based on proportionate sampling	83
Table 3. 4 Items of employee brand loyalty.....	85
Table 3. 5 Items of Employer Branding Practices	88
Table 3. 6 Items of Employee engagement.....	90
Table 3. 7 Values of Cronbach's alpha of constructs in the pilot study.....	92
Table 4. 1 Summary of participating HEI Institutions and sample size	103
Table 4. 2 Detection of Outliers.....	106
Table 4. 3 Normality Test based on Skewness and Kurtosis Values	107
Table 4. 4 Summary of Respondents' Demography	109
Table 4. 5 Loadings, Reliability and Convergent Validity Values	112
Table 4. 6 Factor Loading and Cross Loading.....	115
Table 4. 7 Discriminant Validity (Fornell-Larcker criterion)	117
Table 4. 8 Multicollinearity Test based on VIF Values	119
Table 4. 9 Results of Hypotheses Testing (Direct Relationships)	125
Table 4. 10 Endogenous variable Coefficient of Determination.....	127
Table 4. 11 Results of Mediation Test	133
Table 4. 12 Effect Size (f^2).....	134
Table 4. 13 Predictive relevance Q2	135
Table 4. 14 Summary of Hypotheses testing	136

LIST OF FIGURES

Figure 2. 1: Number of enrollments in HEI of Pakistan	22
Figure 2. 2 Employer branding framework (Backhaus & Tikoo, 2004).....	51
Figure 2. 3 Research Framework	61
Figure 4. 1 Measurement Model.....	118
Figure 4. 2 PLS Algorithm Direct Relationship.....	122
Figure 4. 3 PLS-SEM Bootstrapping Direct relationship	124
Figure 4. 4 PLS Algorithm Indirect Relationship	130
Figure 4. 5 PLS-SEM Bootstrapping Indirect relationship.....	132



UUM
Universiti Utara Malaysia

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CB	Compensation and Benefits
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
CSR	Corporate Social Responsibility
DIV	Diversity
EBL	Employee Brand Loyalty
EBR	Employer Brand Reputation
EE	Employee Engagement
HEC	Higher Education Commission
HEIs	Higher Education Institutions
OC	Organizational Culture
PLS	Partial Least Squares
SEM	Structural Equation Modeling
TD	Training and Development
VIF	Variance Inflation Factors
WLB	Work Life Balance

APPENDICES

Appendix 1	Survey Support Letter
Appendix 2	Introduction of Survey
Appendix 3	Questionnaire



UUM
Universiti Utara Malaysia

CHAPTER 1

RESEARCH OVERVIEW

1.1 Introduction

The chapter comprises background of study, problem statement, objectives and research questions, theoretical and practical significance, scope of the study, definition of key terms, and structure of the thesis.

1.2 Background of Study

In today's highly competitive era, it is a great challenge to build and maintain a strong brand in any service industry. The service sector finds it very difficult to develop a strong brand due to the intangible and complex nature of its operations and offerings (Biswas & Suar, 2016; Castaldi & Giarratana, 2018; Helm & Özergin, 2015; Sarker, Mohd-Any & Kamarulzaman, 2019; Wirtz & Lovelock, 2018). Moreover, service brand performance depends largely on employees who are the backbone of any brand delivery system, it is the employees' service delivery process that consumers evaluate to ascertain the quality and performance of the service of any organization (Jevons, 2006). Hence employees who are loyal to their organization's brand play a significant and strategic role in brand performance. Brand loyal employees act as a differentiator for the competitors, difficult to replicate (Punjaisri, Wilson, & Evanschitzky, 2009). The medium of delivering the brand promise to customer in product marketing is the tangible product itself, but in service marketing, it is the employees who are the deliverers of the brand promise to customers (Lee, Kim & Kim, 2014; Schultz, 2002). Schultz's (2002) findings reveal that when employees are the "deliverers" of the brand promise, the brand behaviour

should be consistent with external brand promise. It means that for the success of the brand, employee's perception of brand values should be aligned with the brand perception embedded in the brand by the organization (de Chenatony, 2002).

Numerous studies have stated that consumer's brand loyalty, brand awareness, brand reputation and brand image are derived from employees who are well aware, satisfied and loyal to their brand (Parasuraman, Zeithmal and Berry, 1995, Harris, 2007; King & Grace, 2008; Punjaisri & Wilson, 2007; Kim & Kim, 2014; Du Preez, & Bendixen, 2015; Terglav, Ruzzier, & Kase, 2016). Studies such as Kaplan & Norton (1997), Loveman (1998), Lee, Kim, & Kim (2014) have though found it difficult to measure employee's loyalty; however, according to their findings, employee's positive word of mouth and intention to stay with organization were enough to evaluate the employee loyalty. Similarly, other studies (Ahan, Park, & Kang, 2011; Bloemer & Schroder, 2006; Matzler & Renzl, 2006; Narteh & Odoom, 2015; Renzl, 2003; Urmila & Singh, 2017; Zeithmal, Berry, & Parasuraman, 1996) have reiterated employee's intention to stay with organization as the sign of employee loyalty with the organization's brand.

Mosley (2015) raised great concern over increased turnover rate and employees' intention to leave the service sector. This also indicates low employee brand loyalty and employers must retain the best talent in order to gain a competitive advantage (Ilyas, Alshuaibi, Shaari, Alshusibi, & Saraih, 2017). Reports of Australian Human Resource Institute (AHRI) revealed employee turnover rate around the globe in 2015 was 16.7%, which increased to 17.8% in 2016 (AHRI, 2016). According to Bureau of Labor Statistics (BLS) report, 59 million employees left their job in USA in 2015 (BLS, 2016). Among other service sectors, the employee turnover rate and turnover intention was highest in higher education industry around the globe in both

developing and developed countries (Ilyas et al., 2017; Samual & Chipunza, 2013, Zhou & Volkwein, 2004). This is evident from US Horizons Workforce Consulting report which states that nearly 65% academic employees have considered leaving their higher educational institutions (English, 2012). Studies also indicate that a high employee turnover intention indicates low employee loyalty for their brand (Bloemer & Schroder, 2006; Ilyas et al., 2017; Lee et al., 2014; Ahmad & Daud, 2016) which is a major challenge for the top management of such higher educational institutions.

Employee's brand loyalty issues are also observed in the context of Pakistan's higher education where reports reveal that during 2015-16, 4913 academic employees left their higher educational institutions (Pakistan Education Statistics, 2015-16). The high turnover trend was seen predominantly in private sector rather than public sector higher educational institutions (Iqbal & Hashmi, 2015; Mubarak, Wahab & Khan, 2012; Nisar, Uzair, Razzaq & Sarfraz, 2017; Usman & Khan, 2015). In public sector higher educational institutions during the years under study (2015-16), the academic staff turnover was 5% as compared to 7% in private sector (Pakistan Education Statistics, 2015-16). It should be noted that Pakistan's higher education sector is a blend of public and private institutions regulated by Higher Education Commission (HEC), a government regulatory body. This commission (HEC) funds all public sector higher education institutions which run as non-profit organizations but the private sector higher educational institutions generate funds from their own resources (Alam, 2016).

Owing to a great support from the government and HEC, the state of employee turnover in Pakistan's higher education public sector is quite different from that of the private sector. Both HEC and the Ministry of Higher education of Pakistan have shown serious concern for academic staff in public sector higher educational

institutions and have regulated several reforms for their retention (Mubarak, Wahab & Khan, 2012). On the other hand, private sector institutions have suffered from higher education academic staff's intention to leave their institutions suggesting a low employee brand loyalty (Iqbal & Hashmi, 2015; Mubarak, Wahab & Khan, 2012; Shah & Khan, 2015). This low employee brand loyalty further leads to less brand supporting behavior (Amjad & Ilyas, 2015; Gull & Ashraf, 2012); low level of brand performance, low customer brand satisfaction (Iqbal, 2015) and inferior service quality (Memon & Kolachi, 2012; Shabbir & Salaria, 2014).

A need is therefore always felt in higher education institutions to develop relevant employee brand loyalty programs or take necessary initiatives to encourage brand loyalty among employees of higher education institutions. Such employees who have a strong sense of loyalty for their organization's brand also have the intention to stay in organization. They also spread positive word of mouth appreciation suggesting their strong belief to contribute for their brand's success (Allen & Meyer, 1996; Bloemer & Schroder, 2006; Ilyas et al., 2017; Zeithmal, Berry & Parasuraman, 1996). Several studies such as Huczynski and Buchanan (2013), McKenna (2012), Papasolomou and Vrontis (2006), Robbins and Judge (2014) have stated that employee brand loyalty has positive relationship with brand performance. Among all best practices, the most relevant practice to maintain long term relationship between employee and employer was found to be the employer's branding (Backhaus & Tikoo, 2004; Gozukara & Hatipoglu, 2016; Ilyas et al., 2017; Ilyas, Shaari & Alshuaibi, 2018; Kucherov & Samokish, 2016; Kunerth & Mosley, 2011; Jain & Bhatt, 2015; Leekha & Sharma, 2014).

The concept of 'employer branding' was first discussed by Ambler and Barrow (1996) who blended brand marketing and human resource management concepts

together. Employer branding was defined as “a package of functional, economic and psychological benefits provided by employment and identified with the employing organization” (p.187). In another definition, Backhaus and Tikoo (2004) consider employer branding as a long-term employee retention strategy in order to produce brand loyal employees as well as employees who have the intention to stay with an organization. This suggests branding is no longer limited and restricted to only products or services in a marketing scenario. These definitions suggest that branding strategies can also be applied to human resource management where employers resort to several branding strategies to attract and retain the best talent (Mosley, 2015; Ilyas, Shaari & Alshuaibi, 2018; Ilyas et al., 2017). In the case of marketing, while corporate branding attracts and retains customers by developing a customer brand loyalty, similarly, the concept of ‘employer brand’ aims to attract and retain the best talent by developing their employee brand loyalty (Ilyas et al., 2017).

A need was therefore felt to devise such a mechanism for the higher educational institutions that could help develop employee brand loyalty. Such a mechanism could originate only from such employer branding practices that could be adopted as long term strategies to retain their best talent and develop brand loyalty. This study has provided empirical evidence about the relationship between employer branding practices and employee brand loyalty.

1.3 Problem statement

Previous studies have shown evidence that employee brand loyalty offers sustainable competitive advantage and proves a valuable intangible asset to any organization. Employees with strong sense of brand loyalty have a greater intention to stay with the organization and also spread positive word of mouth showing a strong belief which contributes to brand's success (Bloemer & Schroder, 2006; Ilyas et al., 2017; Lee, Kim, & Kim, 2014; Narteh & Odoom, 2015; Urmila & Singh, 2017; Zeithmal, Berry & Parasuraman, 1996). Therefore, every organization seeks to find an appropriate mechanism or best practices that can help them develop employee brand loyalty. A few studies have identified predictors and strategies as well as a few practices to develop employees' brand performance and sustaining employees' brand loyalty. These practices include internal marketing practices (Ahmed & Rafiq, 2003; Awwad & Agti, 2011; Martensen & Gronholdt, 2006; Narteh & Odoom, 2015; Roach, 2011) and internal branding practices (Punjaisri and Wilson, 2009; Lee et al., 2014; Shaari & Salleh, 2012). Interestingly, Narteh and Odoom (2015) and Wu and Norman (2006) have argued that although internal marketing practices influence significantly employee brand loyalty but these practices have only short term impact on employees and cannot be recommended for achieving long term employee brand loyalty. Instead, Backhaus and Tikoo (2004) recommend employer branding practices for long term impact on employees to achieve employee brand loyalty. Lee et al., (2014), too, reiterate this viewpoint and add that internal branding practices also influence employee engagement as well as job satisfaction, besides employee brand loyalty and strongly recommend to conduct future studies on these elements (Lee et al., 2014). Hence, the current study can be seen as an extension of the study of Lee et al., (2014) as it focuses on the impact of employer branding practices on

employee engagement and to investigate further the extent to which it influences employee brand loyalty.

Although previous studies have recognized employer branding as an effective program to sustain employee brand loyalty, few gaps still exist that have been identified to warrant the current study. Firstly, all previous studies on relationship between employer branding practices and employee brand loyalty were conducted in Western and other Asian countries (Ahmad & Daud, 2016; Backhaus & Tikoo, 2004; Davies, 2008; Gozukara & Hatipoglu, 2016; Kusku, 2003; Kuchеров & Samokish, 2016). Studies related to the higher education sector in Pakistan have also focused on other branding initiatives such as impact of employee branding on service quality and employee's quality commitment (Gull & Ashraf, 2012), brand identification and brand performance (Memon & Kolachi, 2012), employee retention (Mubarak, Wahab, & Khan, 2012), organizational citizenship behavior (Bashir, Sardar, Zaman, Swati, & Fakhr, 2012) organizational commitment (Khan, Shah, Sajjad, & Khan, 2013), internal marketing and job satisfaction (Ehsan Malik, Qaiser Danish, & Munir, 2012; Shabbir & Salaria, 2014), employees self-esteem and performance (Amjad & Ilyas, 2015; Jan, 2015). Therefore, a need is felt to study how employee brand loyalty can be developed through employer branding practices in higher educational institutions of Pakistan.

Secondly, the studies on relationship between employer branding and employee brand loyalty have limitations. Studies like Ahmad and Daud (2016), Backhaus and Tikoo (2004), Davies (2008), Gozukara and Hatipoglu (2016), Kuchеров and Samokish (2016) lacked empirical parameters and were conceptual in nature. Backhaus and Tikoo (2004), for instance, even considered employer brand loyalty as an outcome of employer branding. These studies do provide conceptual foundations

but were not empirically tested. The study of Backhaus (2016) reveals that, the relationship between employer branding and employee brand loyalty need to explore.

Thirdly, the domain of research on employer branding is still in evolving stage (Backhaus & Tikoo, 2004; Ilyas, Shaari, & Alshuaibi, 2018; Rampl & Kenning, 2014; Tanwar and Prasad, 2016) and has several dimensions. For instance, research on employer branding so far has been confined to treating it as a talent attraction tool for recruitment of potential employees (Berthon et al., 2005; Collins & Stevens, 2002; Lievens et al., 2007; Srivastava, 2010; Rampl & Kenning, 2014), for creating an attraction for the employer brand (Alniacik, Alniacik, Eart & Akcin, 2014; Sivertzen, Nilsen & Olafsen, 2013; Rampl & Kenning, 2014; Born & Kang, 2015), for developing employer identity (Shaker & Ahmed, 2014) and for human resource management (App & Merk, 2012; Martin, Gollan & Grigg, 2011; Gaddam, 2008), and , last, but not the least, to make a significant impact on employees' attitude and behaviour (Ilyas et al., 2017). These studies mainly relate to potential employees and do not discuss much about the impact of employer branding on existing or current employees (Tanwar & Prasad, 2016; Ilyas et al., 2018). Hence, to fill this gap, the present study has therefore exclusively focused on the impact of employer branding practices on existing employees.

Fourthly, a close review of previous studies has enlightened about various dimensional structures of employer branding. As already mentioned, there are studies that focused on employer branding of potential employees and new talent attraction (Alniacik, Alniacik, Eart & Akcin, 2014; Born & Kang, 2015; Rampl & Kenning, 2014; Sivertzen, Nilsen & Olafsen, 2013) and neglected the existing employees which created a large research vacuum (Gozukara & Hatipoglu, 2016; Kucherov & Samokish, 2016; Tanwar & Prasad, 2016). Maxwell and Knox (2009)

state that employer branding methods and dimensions deployed for studying potential employees cannot be applied for studying current or existing employees. The reason stated is that potential employees and current employees have different perception towards employer branding (Maxwell and Knox, 2009; Edwards, 2010; Tanwar and Prasad, 2016). The current study therefore felt the need to focus more on employer branding practices in the context of the current employees. The dimensions of employer branding practices focused in this study include training and development, brand reputation, work life balance, organization culture, compensations and benefits, diversity and corporate social responsibility. These dimensions have been adapted from Tanwar and Prasad (2016; 2017), a study similar in context and application as it also studied the impact of employer branding efforts on existing employees. To the researcher's knowledge, there is a paucity of research on these dimensions in the context of existing employees' and hence this study fills this gap.

Fifthly, prior studies on relationship between employer branding and employee brand loyalty have examined their indirect relationship through various mediating variables like employee job satisfaction (Tanwar & Prasad, 2016), and brand commitment (Kuchеров & Samokish, 2016). Backhaus and Tikoo (2004) investigated indirect relationship between employer branding and employee brand loyalty with mediation effect of organizational identity and organizational culture. Other studies (Rafferty et al, 2005) have considered employee engagement as a better mediator than job satisfaction and employee commitment. According to them, employee engagement includes both elements of job satisfaction and employee commitment. This is consistent with other studies (Ericksons, 2005, Fernandez, 2007, and Heger, 2007) which argued that job satisfaction and employee commitment are although predictor

and mediator respectively for performance but not sufficiently strong. These studies opine that employee engagement is a mutual process between employer and employee whereas commitment and satisfaction are seen as one way process.

Employee engagement also goes beyond employees' satisfaction or relates to what they experience or receive at their place of employment. Studies like Juhdi, Pawan and Hansaram (2013) and Saks (2006) have stated that commitment only reflects employees' attachment and attitude for their organization; however, employee engagement is both employees' attentiveness and absorption in their role performances. A few other studies have discussed the significant relationship between employee engagement and employee brand loyalty, stating that the engaged employees have strong sense of loyalty for their organization's brand and lower intentions to quit (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee et al., 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). The study of Lee et al., (2014) has discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty, and reveals that engaged employees are more loyal than disengaged employees. The study also recommended exploring a study of practices other than internal branding practices in order to develop employee brand loyalty keeping the mediation role of employee engagement (Lee et al., 2014).

These evidences reveal that previous studies have interpreted the relationship between employer branding with employee engagement and employee brand loyalty individually and separately. Hence, there is a lack of any empirical study which has explored the collective relationship of all variables including employer branding, employee engagement and employee brand loyalty. The current study tends to fill

this gap by providing empirical evidence on mediating effect of employee engagement on relationships between employer branding practices and employee brand loyalty.

Finally, there is a dearth of studies on psychological contract theory in the context of employer branding. The existing studies regard psychological contract as only a construct (Biswas & Suar, 2016; Edwards, 2009; McInnis, 2012; Tanwar & Prasad, 2016); and a breach and violation of psychological contract (Hanin, Stinglhamber & Delobbe, 2013; McInnis, 2012; Robin & Morrison, 2000). Moreover, there is also a paucity of research on types of psychological contracts (Miles, 2012). One of the limitations in the prior studies is to assume psychological contract theory as a voluntary exchange between two parties. Future studies are required to explore involuntary involvement of both parties in a psychological contract (Miles, 2012).

Therefore, the present study has attempted to associate employer branding practices with employee brand loyalty in Pakistan's higher education sector. It aims to provide empirical evidence on how management of higher educational institutions can enhance loyalty among their employees. This study has also collected empirical evidence not only about employee brand loyalty but also collected conditions which enhance overall brand performance. This study explore the impact of employer branding practices namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits on employees' attitude (engagement) and behaviour (loyalty), which represents transactional, relational, balanced and transitional contracts. In short, the present study examines the impact of employer brand reputation on employee engagement and employee brand loyalty.

The higher educational institutions in Pakistan are suffering due to dearth of quality academic staff and the problem of talent retention. This indicates how big the challenge of low employee loyalty is. A study that could examine the relationship between employer branding practices, employee engagement and employee brand loyalty in employees of Pakistan's higher educational institutions was therefore necessary.

1.4 Research questions

Based on above problem statement, the present study has examined the following questions:

- Do employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) have significant positive relationship with employee brand loyalty?
- Do employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) have significant positive relationship with employee engagement?
- Does employee engagement have significant positive relationship with employee brand loyalty?
- Does employee engagement mediate between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty?

1.5 Research objectives

The present study generally seeks to examine the relationship of employer branding practices, employee engagement and employee brand loyalty. To be consistent with the research questions above, the present study aims to achieve the specific objectives as follows:

- To examine the significant positive relationship between employers branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty.
- To examine the significant positive relationship between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee engagement.
- To determine the significant positive relationship between employee engagement and employee brand loyalty.
- To investigate the mediating role of employee engagement between employers branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty.

1.6 Significance of study

This study has both theoretical and practical significance in the domain of brand management, in general and in employer brand management, in particular. These contributions are discussed in the following two subtopics.

1.6.1 Theoretical contributions

Theoretically the present study provides empirical evidence and extends the understanding of the relationship between employer branding practices, employee engagement and employee brand loyalty at individual level analysis in a local setting. Despite various predictors and practices employed to develop employee brand loyalty, to the researcher's knowledge, there is a lack of studies that examine diverse employer branding practices such as training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility, compensations and benefits; with employee brand loyalty and integrating employee engagement as mediating variables. The present study aims to fill this gap by providing empirical evidence.

In addition, this inclusion of employer branding practices namely training and development, employer brand reputation, work life balance, organization culture, compensations and benefits, diversity and corporate social responsibility shall provide a better understanding about the appropriate practices that could enhance the level of employee engagement and employee brand loyalty. This study would also contribute to Psychological contract theory in relation to employer branding. So far the existing studies extensively focused psychological contract as only a construct (Biswas & Suar, 2016; Edwards, 2009; McInnis, 2012; Tanwar & Prasad, 2016), or discussed the violation and breach of psychological contract (Hanin, Stinglhamber &

Delobbe, 2013; McInnis, 2012; Robin & Morrison, 2000); but no study so far has been carried out on types of psychological contracts (Miles, 2012). Moreover, the variables chosen for this study namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits will be used to study the relationship between attitude (engagement) and behaviour (loyalty), which represents transactional, relational, balanced and transitional contracts.

Another theoretical implication of the current study is to explore the involuntary involvement of both parties in a psychological contract, which so far studies had examined only the voluntary exchanges between two parties (Miles, 2012).

Last, but not the least, the present study also contributes theoretically by validating the instruments of employer branding practices recommended by Tanwar and Prasad (2016). A study of these multi-dimensional constructs would provide in-depth understanding on how employer branding practices enhance the employee brand loyalty to retain their talent.

1.6.2 Practical contributions

The practical contribution of this study is to help the management of Pakistan's higher educational institutions in retaining their best talent by enhancing the employee brand loyalty through employer branding practices namely training and development, reputation, work life balance, organization culture, compensations and benefits, diversity and corporate social responsibility. The findings of present study will also benefit practitioners to understand how to enhance employee engagement and employee brand loyalty. This study will reveal how employees can develop a strong sense of loyalty for their organization's brand and will have the intention to

stay in the organization and contribute to brand's success. Prior studies have shown evidence that consumer's brand loyalty, brand awareness, brand reputation and brand image are derived from employees who are well aware, satisfied and loyal to their brand. The findings from the present study will show that employer branding is equally important for talent retention as it is for talent attraction.

Pakistan's human resource management with respect to the higher education sector has been neglected resulting in high turnover rate of academic staff and an alarming situation. The big challenge before the management is to retain the best talent. This study gives the empirical evidence how employer branding practices namely training and development, employer brand reputation, work life balance, organization culture, compensations and benefits, diversity and corporate social responsibility can enhance the employee brand loyalty and retain the best talent. Consequently, it is also hoped that the management of higher educational institutions will develop employer branding practices in order to enhance the employee brand loyalty as well as employee engagement.

1.7 Scope of the study

The present study adapted the employer branding practices model as suggested by Tanwar and Prasad (2016) in the context of current and existing employees. This study examines the relationship between employer branding practices namely training and development, reputation, work life balance, organization culture, diversity and corporate social responsibility with employee engagement and employee brand loyalty in the context of higher educational institutions of Pakistan. Therefore, the recommendations and conclusions of the current study will be only limited to the formulated hypothesized relationships of these variables.

In addition, the current study has only covered academic staff at individual level which is the unit of analysis. It was observed that the intention to quit the institutions was higher in academic staff rather than administrative staff. For the purpose of the current study, only the private sector higher educational institutions of Pakistan were surveyed because a high turnover rate and turnover intentions was seen predominantly in private sector higher educational institutions rather than public sector. The Higher Education Commission (HEC) and Ministry of Higher education of Pakistan have serious concern about academic staff retention in public sector higher educational institutions, for which HEC has introduced several reforms. But private sector institutions have suffered due to the problem of high employee's intention to leave their institutions, an indication of low employee brand loyalty (Nisar, Uzair, Razzaq & Sarfraz, 2017; Usman & Khan, 2015)

Last, but not the least, the sample of the present study was restricted to the private sector higher educational institutions located in Punjab province of Pakistan. The rationale behind selecting the Punjab province was for its economic importance and large population. Punjab is the largest province of the country, having 53% of total population of the country. The Punjab province also has the highest number of higher educational institutions in the country. A total of 58 higher educational institutions with 23 private institutions and 34 public institutions are located only in Punjab province (HEC, 2014-15).

1.8 Definitions of the key terms

The following key terms are used in this study and defined as follows:

Employer branding: Employer branding is “the package of functional, economic and psychological benefits provided by employment and identified within the

employing company”. The proposed dimensions of employer branding practices are namely, (1) training and development (2) Employer brand reputation (3) Diversity (4) work life balance (5) organizational culture (6) Corporate social responsibility suggested by Tanwar & Prasad (2016).

- **Training and development:** Training and development refers to employees with necessary skills needed for the current as well as future job positions .
- **Employer brand reputation:** Reputation refers to an outcome of process in which firms signal their key characteristics to maximize social status.
- **Diversity:** Diversity refers to the variation of cultural and social identities among people existing together in an employment setting.
- **Work life Balance:** Work life Balance refers to equilibrium between the person’s personal and official life.
- **Organization culture:** Organization culture is a system of shared meaning of values held by members of an organization that distinguishes one organization from other.
- **Corporate social responsibility:** Corporate social responsibility refers to the effect that corporations have on society in order to engage new customers.
- **Compensations and benefits:** Compensation and benefits reflects the attractive salary and competitive benefits offered by the organization to its employees.

Employee engagement: Employee engagement refers in the context of employment as a positive attitude held by the employee toward the organization and its values (Slatten & Mehmetoglu, 2011).

Employee Brand loyalty: Employee Brand loyalty defined as an employee's willingness to remain with the current organization, saying positive things about the organization and recommending other people (Narteh & Odoom, 2015).

1.9 Structure of the thesis

This thesis is divided into five main chapters. Each chapter covers special topic related to the study.

Chapter 1: introduction

The first chapter includes background of study, problem statement, objectives and research questions, the significance namely theoretical and practical significance, scope of the study, definition of key terms, and organization of the thesis.

Chapter 2: Literature Review

This chapter discusses the literature related to the topic under study. This chapter starts with a discussion on higher education in Pakistan and issues in private higher educational institutions of Pakistan, employee's brand loyalty conceptualization and definition, employer branding practices and its dimensions namely training and development, work life balance, employer brand reputation, diversity, compensations and benefits, organizational culture and corporate social responsibility. The chapter also includes the underpinning theory relating to the study also discussion on employee engagement. This chapter also reviews previous studies pertaining to the relationship between employer branding practices, employee engagement and employee brand loyalty. The relevant literatures are important toward the development of research framework and hypotheses of the study.

Chapter 3: Research Methodology

This chapter explains the research methodology employed in the study. The research design, sampling procedures, data collection methods, research instrument, measurement and scale are discussed in this chapter. In addition, the statistical techniques and the statistics used to test the hypotheses are also highlighted in this chapter.

Chapter 4: Data Analysis and Findings

Data analysis and findings that answer the research questions and objectives are discussed in this chapter. This chapter contains descriptive statistics, reliability and validity of measurement model as well as hypothesis testing. The measurement model as well as the structural model was assessed with PLS-SEM using the Smart PLS 3.0 software. The hypotheses testing results also presented in this chapter, coefficient determination, the effect size and predictive relevance as well as the test of mediation examined. Test of mediation also was conducted to answer specific research questions and objectives.

Chapter 5: Discussion and Conclusion

This final chapter mainly focuses on the discussion of the findings. In this chapter, the researcher compares the current findings of the study with those of the previous studies, and makes conclusion. The implications and contributions of this study (both to theory and practice), limitations, and recommendations for future research are also discussed in this final chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature related to the topic under study. This chapter starts with a discussion on higher education in Pakistan and issues in private higher educational institutions of Pakistan, employee's brand loyalty conceptualization and definition, employer branding practices and its dimensions namely training and development, work life balance, reputation, diversity, organizational culture, corporate social responsibility and compensations and benefits. The chapter also includes the underpinning theory relating to the study. There is also discussion on employee engagement and its relationship with employer branding practices and employee brand loyalty. This chapter also reviews previous studies pertaining to the relationship between employer branding practices, employee engagement and employee brand loyalty. The relevant literatures are important toward the development of research framework and hypotheses of the study.

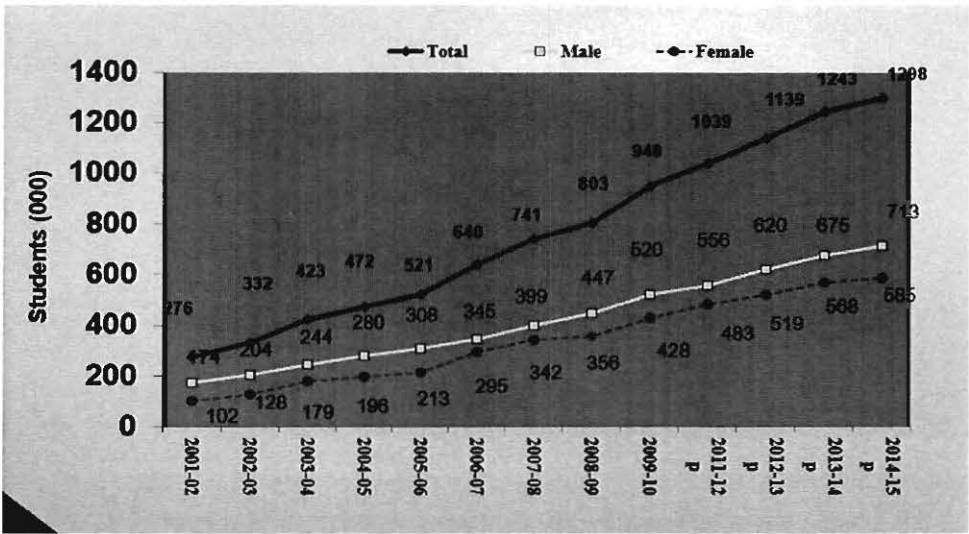
2.2 Higher education in Pakistan

Among other service sectors, education has been considered as an important sector which plays a vital role in national development. Education is considered as a pillar of success in knowledge based economy. It's essential to upgrade and enhance the quality of education in order to reinforce that pillar of success and without the highly

professional, committed, devoted, competent and loyal academic staff it seems impossible to strengthen that pillar of success. In human resource development, the higher educational institutions seem like storehouse of knowledge which plays crucial role in country's economy. Researchers suggest that, the crucial factor for success of higher educational institutions is basically depends on quality of their academics which influences the willingness of student to join institute and also enhance the image and reputation of institute (Jevons, 2006; Pienaar & Bester, 2008; Samual & Chipunza, 2013).

Apart from number of institutions and a higher number of enrolments, the higher education industry in Pakistan is full of challenges and potential. The higher education sector of Pakistan has been experiencing tremendous expansion by increasing growth in term of student's enrolments and also in number of higher educational institutions. During the year 2015 the total enrolments 1.298 million in higher educational institutions were recorded including in both public and private institutions (HEC report, 2015).

Figure 2. 1: Number of enrollments in HEI of Pakistan



Source: Higher education Commission of Pakistan (HEC) report, 2015

The higher education sector of Pakistan is comprised of the blend of public and private institutions regulated by Higher Education Commission (HEC) a government regulatory body which is responsible for higher education developments in Pakistan and also funded the public institutions which run as non-profit organizations (Alam, 2016). The public sector higher education institutions are dominant due to HEC financial support. However, the Government of Pakistan also encouraging the increasing number of higher educational institutions owned by private sector. The numbers of private sector higher education institutions are increasing day by day. From 2000 to 2015 the private sector higher education institute increased from 14 to 75 institutions (HEC, 2014-15). The private sector higher educational institutions are mostly generate their funds from their own resources and indulged in aggressive marketing campaigns to raise their enrolments (Alam, 2016). Beside the increasing number of enrolments yearly, Higher education institutions in Pakistan facing critical situation where by increasing trend of academic staff turnover (Ehsan Malik, Qaiser Danish, & Munir, 2012; Nisar et al., 2017).

2.3 Employee turnover in Higher education institutions in Pakistan

In Pakistan with respect to human resource management as well as marketing the higher education sector is being neglected. High turnover rate of academic staff leads towards alarming situation (Iqbal & Hashmi, 2015). Globalization raise up new challenge for academic staff retention, the global employers in higher education market also attract the best talent from Pakistan higher education market creating talent shortage, it's essential for higher education institutions to retain their best talent (Ehsan Malik, Qaiser Danish, & Munir, 2012; Mubarak, Wahab, & Khan, 2012; Shabbir & Salaria, 2014).

The increasing number of higher educational institutions transforms the characteristics of higher education industry in Pakistan. The rapid increase in higher educational institutions enhances the switching trend among the academic staff and also provides better opportunities for the employees (Zahra, et al., 2013). The high turnover rate and turnover intentions trend can be seen predominantly in private sector higher educational institutions rather than public sector (Iqbal & Hashmi, 2015; Usman & Khan, 2015; Mubarak, Wahab & Khan, 2012). The situation of public sector in higher education is different due to Government and HEC support and HEC also funded the public institutions which run as nonprofit organizations but the private sector higher educational institutions are mostly generate their funds from own resources (Alam, 2016).

The Higher Education Commission (HEC) and Ministry of Higher education of Pakistan have serious concern with academic staff retention in public sector higher educational institutions. For faculty retention, HEC introduced several reforms for example revise the pay scale (Mubarak, Wahab & Khan, 2012) funding for research, compensation packages and also introduced performance-based Tenure Track System. In public sector higher educational institutions almost 90% institutions adopted this system to retain their employees and to avoid employee turnover (Pakistan Economic Survey, 2014-15). On the other hand, private sector institutions are still suffering due to the problem of high employee turnover and turnover intentions (Iqbal & Hashmi, 2015; Mubarak, Wahab & Khan, 2012; Shah & Khan, 2015). Few studies highlighted various reasons of employee turnover in Pakistan such as job dissatisfaction (Usman & Khan, 2015; Shabbir & Salaria, 2014; Zahra, et al., 2013), pay satisfaction (Mubarak, Wahab & Khan, 2012), work environment, self-esteem, psychological empowerment (Iqbal & Hashmi, 2015). High turnover

and turnover intention indicates the low employee brand loyalty which leads towards low brand supporting behavior (Amjad & Ilyas, 2015; Gull & Ashraf, 2012), low level of brand performance and customer brand satisfaction (Iqbal, 2015), service quality (Memon & Kolachi, 2012; Shabbir & Salaria, 2014). High employee turnover intentions are basically indication of low employee brand loyalty with organization which is a major challenge for management of higher educational institutions. Numerous studies stated that the employees who loyal with their organization's brand have intention to stay within organization with having a strong believed to contribute for their brand's success. Hence, to retain the best talent it's necessary to develop relevant employee brand loyalty programs and practices (Bloemer & Schroder, 2006; Zeithmal, Berry & Parasuraman, 1996; Lee et al., 2014). Several studies stated that brand loyal employees have intention to stay within organization with having a strong believed to contribute for their brand's success, so to retain best talent it's necessary to develop employee brand loyalty (Bloemer & Schroder, 2006; Lee et al., 2014). Therefore, the management of higher educational institutions of private sector needs effective formula or study to develop the employee brand loyalty to retain the best competent talent which also enhance the service quality and brand performance.

2.4 Employee brand loyalty

2.4.1 Conceptualizing and defining employee brand loyalty

The brand loyalty concept attains more attention of academicians and practitioners, among all the concepts considered in description of strong brand (Malai & Speece, 2005; Tsao & Chen, 2005). The brand loyalty concept was first empirically developed based on consumer perspectives as one dimensional concept in the 1940s

and 1950s as “brand preferences” (Guest, 1944). Oliver (1999) defined brand loyalty as “a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future” (p.34). According to Yoo and Donthu (2001) brand loyalty is “intention to buy the brand as a primary choice” (p.3). Further studies also defined brand loyalty as positive behavior towards specific brand and intention to purchase the same product/ services of same brand repeatedly again and again in future regardless of changes in environment (Lui, 2007). Over the time year researchers include the two dimensions in brand loyalty, attitudinal and behavioral loyalty, behavioral brand loyalty considered as repurchasing behavior (Day, 1969; Farr & Hollis, 1997). Attitudinal brand loyalty goes beyond repurchasing behavior defined as strong commitment with a specific brand. Some studies considered brand loyalty as the main component of brand equity (Aaker, 1991) or an outcome of brand equity (Erdem and Swait, 1998). Brand loyalty is a significant asset for brand success. Aaker (1991) defined brand loyalty as consumer attachment with specific brand. The brand loyal customer have low intention to switch another brand even that competitive actions from other brands never affects this relationship (Morgan & Hunt, 1994).

Similarly, the consumer brand loyalty concept can applied on human resource management and can be termed as employee brand loyalty. Similar to consumer’s brand loyalty the employees who are loyal to their organization brand have intention to stay with organization. Several studies defined employee loyalty and employee brand loyalty in same way like employee loyalty with the organization and employee brand loyalty with the organization’s brand both are similar concepts (Matzler & Renzl, 2006; Narteh & Odoom, 2015; Punjasiri & Wilson, 2011; Du Preez, & Bendixen, 2015; Terglav, Ruzzier, & Kase, 2016; Urmila & Singh, 2017). By

reviewing the previous literature, numerable studies on the concept of employee loyalty with organization brand were based on the analytical framework of Exit, Voice, Loyalty, Neglect (EVLN) model proposed by Hirschman (1970) and describe as an attitude which discourage the intention to leave and encourage expression voice from the organization (Luchak, 2003) or as an a form of behavior contains both voice and deters exit (Farrell, 1983; Rusbult et al., 1988). According to Allen and Meyer (1990) stated that employee loyalty is basically employee's affective commitment and attachment with organization's brand.

Employee loyalty also conceptualized by both attitudinal elements and behavioral elements. According to attitudinal approach, employee loyalty described as a psychological inclination, such as employee's feeling of identification (Boroff & Lewin, 1997), attachment (Leck & Saunders, 1992) and commitment (Allen & Meyer, 1990; Sverke & Gaslinga, 2003) with the organization brand. Attitudinal loyalty is difficult to observe due to psychological inclination nature such as emotional (Hajdin, 2005) or moral nature (Coughlan, 2005). The researchers and practitioners considered qualitative assessments to evaluate the attitudinal employee loyalty generally depend on self-reported assessments. Few research studies discussed intended absenteeism as an indicator of attitudinal employee loyalty (Shore, Newton & Thornton, 1990). The main issues are empirical evaluation of attitudinal approach because it's difficult to measure employee's feeling empirically (Guillon & Cezanne, 2014). The self-reported assessments lead towards the limited subjectivism in the interpretations and also difficult to synthesize the results based on attitudinal approach due to various items used by different studies (Mathieu and Zajac, 1990; Reichers, 1985; Perrot, 2005; Guillon & Cezanne, 2014).

In contrast with attitudinal approach of employee loyalty, the behavioral approach of employee loyalty can be observable relationship between employees and organization based on Hirschman (1970) EVLN model, later developed by Rusbult et al., (1988). According to this model loyalty has considered as one possible reaction out of four exit, voice, loyalty and neglect and loyalty of employee described as not only stay with organization but also a constructive behavior against dissatisfaction (Rusbult et al., 1988). According to Withey and Cooper (1989) stated that the attractiveness of the organization affected the employees while making choice between the exit, voice, loyalty and neglect.

The study of Sweetman, (2001) in addition to EVLN model, the behavioral employee loyalty can be evaluated by other behavioral measures such as late working hours. The limitation of these behavioral approaches that it measured easily but the interpretations remains fragile, the reason behind is some behaviors which express loyalty might be different motives for example, employee intention to stay within the organization might be due to lack of mobility opportunities (Mellahi et al., 2010). Various research studies stated different understandings of same behavior, consequently employee loyalty defined by different perspectives. Dutot (2004) defined employee loyalty as “relation of trust resistance to the adoption of opportunistic behavior faced with an outside job offer” (p. 12). “Significant length of service in the company, very little tendency to seek or examine outside job offers and, generally, a strong sense of belonging” or “a feeling of belonging” combined with staying in the organization over the long term (Colle, 2006, p. 38).

The attitudinal employee loyalty relates to psychological contract (Guest & Conway, 2002; Naus et al., 2007) or sense of trust between employee and employer Alfes et al., 2012; Ashleigh et al., 2012; Eberl et al., 2012; Searle & Dietz, 2012). Similarly

the behavioral employee loyalty stated as employee productive behavior (Kelloway et al., 2010), intention to stay with the organization's brand (Griffeth et al., 2000; Griffeth & Hom, 2004; Punjasiri et al., 2009; Punjasiri & Wilson, 2011). The researchers more focus on behavioral loyalty rather than attitudinal loyalty the reason behind is that practically it's difficult to measure propensity of an individual employee.

The current study used the mixed approach to define employee loyalty with organization's brand including both approaches attitudinal and behavioral approach. The number of studies defined employee brand loyalty by mixed approach. Punjasiri et al., (2009) defined employee brand loyalty as employee's intention to remain with current organization. Employee's intention to stay with organization used to evaluate the employee brand loyalty. Numerous studies stated (Bloemer & Schroder, 2006; Lee, Kim, & Kim, 2014; Matzler et al., 2003; Matzler & Renzl, 2006; Renzl, 2003; Zeithmal, Berry, & Parasuraman, 1996) that intention to stay with organization is basically the sign of employee loyalty with the organization. The consensus of researchers on main dimension of employee brand loyalty is intention to stay with organization and positive word of mouth. High employee turnover intentions is basically indication of low employee brand loyalty with organization (Bloemer & Schroder, 2006; Lee, Kim, & Kim, 2014; Ahmad & Daud, 2016). The studies of Asha & Jyothi, (2013), Punjasiri & Wilson (2011), Sharma and Kamalanabhan (2012) conceptualized the employee brand loyalty similar to employee loyalty, defined as employee's willingness to stay with the current organization's brand. The difference between employee loyalty and employee brand loyalty is that employee's loyalty with specific brand. Therefore, the current study conceptualized the employee brand loyalty as an employee's willingness to remain with the current organization,

saying positive things about the organization and recommending other people (Matzler & Renzl, 2006; Narteh & Odoom, 2015; Urmila & Singh, 2017; Zeithaml, Berry & Parasuraman, 1996).

2.4.2 Antecedents or predictors of employee brand loyalty

Review of literature indicates that employee's loyalty with brand have direct positive correlation with brand performance (McKenna, 2012; Papasolomou & Vrontis, 2006; Robbins & Judge, 2014; Silvestro, 2002). The higher the employee brand loyalty, the higher the brand performance. Various studies argued that employee loyalty has positive relationship with different types of performances for example employee loyalty has significant positive influence on organizational performance (Asha & Jyothi, 2013), with employee performance (Kim & Kim, 2014; Punjaisri & Wilson, 2011; Punjaisri et al., 2009). The studies of Asha and Jyothi (2013), Punjaisri and Wilson (2011) and Punjaisri et al., 2009) conceptualized employee brand loyalty as employee's willingness to stay with organization brand with having a strong believed to contribute for their brand's success. Brand loyal employees are the valuable asset of organization have significant role in brand success as well as contribute in developing of consumer brand loyalty (Bloemer & Schroeder, 2006; Heskett et al., 1994). Number of studies stated that consumer's brand loyalty, brand awareness, brand reputation and brand image were derived from employees who were well aware, satisfied and loyal to their brand (Parasuraman, Zeithmal and Berry, 1995, Burmann et al., 2008a; de Chernatony & Cottam, 2006; Harris, 2007; King & Grace, 2008a; Mangold & Miles, 2007; Punjaisri & Wilson, 2007; Kim & Kim, 2014; Du Preez, & Bendixen, 2015; Terglav, Ruzzier, & Kase, 2016).

Several studies indicate the various predictors and strategies to develop employee brand loyalty. For example, employee satisfaction (Fletcher & Williams, 1996; Lee, Kim, & Kim, 2016; Matzler et al., 2003; Matzler & Renzl, 2006; Renzl, 2003; Turkyilmaz et al., 2011; Wu & Norman, 2006). These scholars stated that employee brand loyalty as the outcome of satisfaction which ultimately leads employee retention. Numerous empirical studies explored the employee satisfaction as the strong determinant of employee loyalty (Mak & Sockel, 2001; Martensen & Gronholdt, 2001; Matzler & Renzl, 2006; Mahmoudian & Ishanian, 2014), and it negatively influence on employee's intention to leave (Chen, 2001; Bloemer & Schroder, 2006; Linz, Good & Busch, 2015).

In marketing literature, few practices had been identified as a milestone for employee's brand performance including sustaining employees' brand loyalty. The practices such as internal marketing practices has significant positively influence the employee's loyalty (Ahmed & Rafiq, 2003; Awwad & Agti, 2011; Martensen & Gronholdt, 2006; Narteh & Odoom, 2015; Roach, 2011). Numerous studies includes multiple dimensions in internal marketing practices, such as internal communication (Ahmed & Rafiq, 2002; Gounaris, 2006), employee empowerment (Kuo, Ho, Lin, & Lai, 2010), training (Harris, 2007; Voss, Roth, Rosenzweig, Blackmon, & Chase, 2004), reward system (Awwad & Agti 2011), employee commitment (Chang & Chang, 2009) and organizational culture (Mudie, 2003; Iglesias, Sauquet, & Montana, 2011). Interestingly studies of Narteh and Odoom, (2015) and Wu and Norman, (2006) argue that internal marketing practices significant influence on developing employee brand loyalty but the limitation of these practices is that these practices are timely impact on developing brand loyalty among employees not considered as for long term employee brand loyalty development practices.

Review of literature on internal branding indicates that internal branding practices considered as predictor of employee brand loyalty (Asha & Jyothi, 2013; Punjaisri and Wilson, 2009; Lee et al., 2014). The studies of Asha and Jyothi (2013), Punjaisri and Wilson (2011) and Punjaisri et al., (2009) on internal branding and its dimensions including training and internal communication could be enhancing the employee brand loyalty. The study of (Lee et al., 2014) discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty and reveals that engaged employees are more loyal than disengaged employees. The study suggests that the future studies may explore the other practices instead of internal branding practices to develop employee brand loyalty with mediation role of employee engagement (Lee et al., 2014).

The study of Backhaus and Tikoo (2004) reveals that the long term practices for developing employee brand loyalty could be achieved through employer branding practices. The study of Lee et al., (2014) discussed the impact of internal branding practices on employee engagement which further influence on job satisfaction and employee loyalty. This study suggests future study can to expand other practices for employee retention other than internal branding practices (Lee et al., 2014). The current study extend the scope of study of Lee et al., (2014) by focusing on employer branding practices impact on employee engagement which further influence employee brand loyalty. Table 2.1 discussed the most prominent recent studies on predictors of loyalty of employees with organization or brand.

Table 2. 1

Most prominent recent studies on predictors of loyalty of employees with organization or brand (2001-16)

	Authors	Employer branding	Internal marketing	Job Satisfactio n	Employee Retention	Internal Branding	Brand Commitm ent	Employee Engagem ent	Brand Performan ce	OCB
1	Zhenxiong Chen, (2001)			/	/					
2	Kristin Backhaus and Surinder Tikoo (2004)	/	/		/		/			
3	Bedman Narteh & Raphael Odoom (2015)		/							
4	Khanyapuss Punjaisri & Alan Wilson, (2011)					/	/		/	
5	Khanyapuss Punjaisri, Heiner Evanschitzky, Alan Wilson, (2009)		/			/	/		/	
6	Yong-Ki Lee, Sally Kim & Sun Yong Kim (2014)			/		/		/		
7	Gary Davies (2008)	/		/	/					
8	Lieli Suharti & Dendy Suliyanto (2012)							/		
	Muhammad Awais Memon & Dr. Nadir Ali Kolachi (2012)					/		/	/	
9	Mahmoudian & Mehrdad (2014)			/		/	/			
10	Yu-Je lee, Chao Lee & Chin-Lang Lin (2015)			/			/		/	/
11	Derek Ong, Victor Ong, Lim Hoong Zhang, Puah Shin Huey & Tiong Siew Hie (2014)			/						
12	Josée Bloemer Gaby Odekerken-Schröder, (2006)				/					
13	İzlem Gözükar Zeynep Hatipoğlu (2016)	/								/
14	Dmitry Kuchеров and Violetta Samokish (2016)	/					/			
15	Bernard Kunerth and Richard Mosley (2011)	/						/		
16	Dorothee Hanin*, Florence, Stinglhamber & Nathalie Delobbe (2013)	/			/		/			
17	Nor Adibah, Ahmada & Salina Dauda (2016)	/			/					
18	Kurt Matzler & Birgit Renzl (2006)			/						
19	Rhian Silvestro, (2002)	33		/						

2.5 Employer branding: A still evolving concept

The literature on employer branding is still in evolving stage (Backhaus & Tikoo, 2004; Davies, 2008; Kunerth & Mosley, 2011; Rampl & Kenning, 2014; Tanwar & Prasad, 2016) and still gained much popularity among employers, also attain the attention of practitioners and academicians in the world of human capital management. The concept was introduced almost before two decades, there is no a single indication that the concept of employer branding passing fad as a part of past. It is still considered as “the hottest strategy in employment” (Sullivan, 2007; Rampl & Kenning, 2014). The literature on employer branding is still in developing stage, there is still dearth of understanding and clarity among researchers and practitioners on the employer branding concept (Sullivan, 2007; Martin, 2007) underlying theoretical assumptions/foundations (Backhaus and Tikoo, 2004; Carrington, 2007; Martin, 2007) limited empirical evidence (Rampl & Kenning, 2014). The studies on employer branding extensively focused in potential employee perspective as attraction tool (Ambler & Barrow, 1996; Berthon et al., 2005; Collins & Stevens, 2002; Lievens et al., 2007; Srivastava, 2010; Rampl & Kenning, 2014) in term of recruitment (Wilden, Gudergan & Lings, 2010) employer brand attractiveness (Sivertzen, Nilsen & Olafsen, 2013; Rampl & Kenning, 2014; Born & Kang, 2015) employer identity (Shaker & Ahmed, 2014) talent attraction (Alniacik, Alniacik, Eart & Akcin, 2014) and HRM (App & Merk, 2012; Martin, Gollan & Grigg, 2011; Gaddam, 2008). There are limited literature only few studies described the employer branding efforts in current or existing employees context like employee retention (Tanwar & Prasad, 2016) employee performance (Xia & Yang, 2010) employee

loyalty (Backhaus & Tikoo, 2004; Davies, 2008; Gozukara & Hatipoglu, 2016; Kucherov & Samokish; 2016; Kunerth & Mosley, 2011).

2.5.1 Conceptualization of employer branding

The foundation of employer brand concept is basically derived from brand marketing management. In brand marketing the products or services are branded for consumer attraction similarly employer brand aims to attract and retain the best competent talent in employment market. The term employer branding was firstly introduced in 1996 by Ambler and barrow conceptualized by bringing together the concept of brand marketing and human resource management. Ambler and Barrow (1996) defined employer branding as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (p. 18). This definition further stimulated numerous studies on employer branding concept. This definition considered as the first statement regarding employer brand term. But before that the study of Berry and Parasuraman (1991) stated that “every employee should be involved in the care and nurturing of the brand”. According to Moroko and Uncles (2008) stated that employer brand have conceptual similarities with consumer and corporate brand. The comparison between definition of employer brand by Ambler and barrow (1996) with the definition of consumer brand by further strengthen this argument. According to Parker et al., (1986) described the brands on the bases of consumers’ needs fulfillment including symbolic, functional and experimental needs. This concept indicates the similarities between product brand and employer brand.

The employer brand enables the organizations to make distinction with other organizations by emphasizing the distinct employment offerings (Backhaus & Tikoo,

2004). According to Ambler and Barrow (1996) stated that the key role of employer brand is to increase retention and improve recruitments. Ruch (2002) stated that the main concern of employer brand with the “employment experience”, which includes both benefits tangible and intangible such as financial benefits like salary and organization culture. However, there is still lack of clarity, whether these offerings by employer actually satisfy and retain their employees. Furthermore, the study of Backhaus and Tikoo (2004) stated that these objectives only achieved when employer brand is attractive for the target audience. The “target audience” term in the context of employer brand relates with potential employees and existing employees (Kucherov & Zavyalova, 2012).

Review of previous literature indicates that the majority existing literature on employer branding considered potential employees as the target audience and much focused on the dimensions relating with employer attractiveness (Ambler & Barrow, 1996; Alniacik, Alniacik, Eart & Akcin, 2014; App & Merk, 2012; Berthon et al., 2005; Born & Kang, 2015; Collins & Stevens, 2002; Lievens et al., 2007; Rampl & Kenning, 2014; Sivertzen, Nilsen & Olafsen, 2013; Shaker & Ahmed, 2014). The current study focused on existing employees as the target audience of employer branding. According to Maxwell and Knox (2009) stated that employer branding desired benefits only achieved if employer brand considered attractive by the current employees.

2.5.2 Role of employer branding

Brands are the most valuable assets for the organizations due to that billions of dollars were invested by the organizations in managing brands. Although traditionally branding efforts extensively focuses towards development of corporate

and product brands according to consumer perspective. Now the limitation and restriction for branding is no longer for only products in past time organizations use branding efforts to promote their products and services but in recent times branding strategies applied in human resource management even organizations resorting to branding for attracting and retaining the best talent (Mosley, 2015). Now organizations not only just focus to become attractive for consumers also become attractive in employment market. The appropriate way to become attractive in employment market is by having strong, distinguishable and clear employer brand. Likewise the aim of corporate brand is to attracting and retaining consumers by developing consumer brand loyalty, in the same way the aim of employer brand to attract and retain the best talent by developing employee brand loyalty.

Today's, organization is more focusing to strengthen their employer's brand because the employer brand strategy enables the organization to attract and retained the best talent by establishing the employer as an "employer of choice" within the industry (Mosley, 2015). Essentially, in consumer marketing management, the products are branded to attract the customers and their retention. Similarly the employer branding practices enables the organizations branded to attract and retain the employees (Backhaus & Tikoo, 2004; Berthon et al., 2005; Tanwar & Prasad, 2016). Numerous studies stated that the effective employer branding not only improving the recruitments, also enhance the employee satisfaction, engagement, commitment and loyalty which lead towards employee retention and strengthen the brand performance (Backhuas & Tikoo, 2004; Tanwar & Prasad, 2016).

2.5.3 Dimensions of employer branding practices

Although the organizations should ascertain the compelling and attractive attributes while strong employer brand development which attract the potential and retain the existing employees (Tanwar & Prasad, 2016). And the employer brand attributes should be rooted with the organization's culture. For example, among the targeted audience of employer brand, organizations should endorse those attributes such as training and development, attractive compensation, opportunities for career growth and appropriate work life balance (Tanwar & Prasad, 2016). During studying the employer branding dimensional structure, numerable literature on employer brand has focused "recruitment" aspect in the perspective of potential employees while developing of its dimensions (Tanwar and Prasad, 2016). According to the studies of Maxwell and Knox (2009), Lievens et al., (2007), Edwards (2010) and Tanwar and Prasad, (2016) stated that the potential employees and current employees have different perception regarding the employer brand. Maxwell and Knox (2009) suggested that the academicians should focus on empirical research while studying the dimensions of employer branding from the existing employees perspective and also identify its consequences and influences on employee's attitudes. The antecedents or dimensions are those specific conditions and factors which has influencing ability on specific phenomenon or behavior (Saks, 2006). Previous literature highlighted various dimensional structures majority studies conducted for the perspective of potential employees (Berthon et al., 2005; Kuchеров & Smokish, 2016; Sivertzen, Nilsen & Olafsen, 2013; Schlager, Bodderas, Maas & Cachelin, 2011). The dimensions already studied shown in Table 2.2.

Table 2. 2

Employer branding dimensions

Authors	Dimensions	Nature of study	Context of Study
Ambler and Barrow (1996)	<ul style="list-style-type: none"> • Functional value • Economic value • Psychological Value 	Conceptual	Potential employees
Berthon et al., (2005)	<ul style="list-style-type: none"> • Development • Economic • Application • Social • Interest 	Quantitative	Potential employees
Kuchеров and Smokish (2016)	<ul style="list-style-type: none"> • Employer brand awareness • Employer brand association • Employer brand loyalty • Perceived employment experience 	Quantitative	Potential employees
Sivertzen, Nilsen and Olafsen (2013)	<ul style="list-style-type: none"> • Interest value • Social value • Economic value • Development value • Application value 	Quantitative	Potential employees
Schlager, Bodderas, Maas and Cachelin (2011)	<ul style="list-style-type: none"> • Economic value • Diversity value • Reputation value • Social value • Development value 	Quantitative	Potential employees
Backhaus and Tikoo (2004)	<ul style="list-style-type: none"> • Organizational identity • Organizational culture 	Conceptual	Potential employees and existing employees
Tanwar and Prasad	<ul style="list-style-type: none"> • Training and 	Quantitative	Existing

(2016, 2017)	development	employees
	<ul style="list-style-type: none"> • Work life balance • CSR • Organizational culture • Diversity • Reputation • Compensation and benefits 	

Source: Own researcher

By review of literature enlightened that the majority studies on employer branding were conducted in context of employer attractiveness for prospective employees. Maxwell and Knox (2009) stated that the methods and dimensions while studying employer brand attractiveness in prospective employee’s context cannot appropriate to apply for studying employer branding in current employee’s perspective. Therefore, the current study conducted in context of employer branding practices on current employees that’s why the present study used dimensions of employer branding are namely training and development, reputation, work life balance, organization culture, diversity and corporate social responsibility these dimensions studied by the study of Tanwar and Prasad, (2016). The reason behind adapting dimensions from the study of Tanwar and Prasad (2016) is that this study seems similar in context because that study also conducted employer branding efforts on existing employees.

2. 5.3.1 Training and development

Training and development attains more attention of academicians while discussion on dimensions of employer branding in recruitment of prospective employees context and development of existing employees context (Cable & Graham, 2000;

Lievens, Hoye & Schreurs, 2005; Tanwar & Prasad, 2016). Berthon et al., (2005) stated development value as dimension of employer brand which contains better training opportunities and personal developments for employees in the organization. According to Mcleod (2007) discussed that the flexibility in working hours and development opportunities at work place transforms the employer as the employer of choice for the potential and current employees. The study of Wilden et al. (2010) stated that the prospective employees give more significance to development opportunities when they evaluating the employer. Furthermore, the study of Kuchеров and Zavyalova (2012) examined that the organizations having strong employer brand made heavy investments on HR training and developments programs for employees. Thus the training and development programs have significant positive relationship with employer branding (Tanwar & Prasad, 2016).

The organizations more concerned about training and development practices and considered as an integral part which provides the platform to spread awareness among employees about organization and products (Biech, 2008). Tanwar and Prasad (2016) stated that the training and developments practices by organization also enhance the capability of skilled work force. Number of studies (Choo and Bowley, 2007; Mariani et al., 2013; Traut et al., 2000; Thacker and Holl, 2008; Tanwar & Prasad, 2016) examined the direct positive link between training and development with employee satisfaction which leads towards employee's intention to stay with organization or employee loyalty with organization's brand. The studies of Armstrong (2009), Wagner (2000), Shelton (2001) and Tanwar and Prasad (2016) also emphasized that the training and development practices considered as strong indicator of employer branding practices ultimately leads towards employee satisfaction, commitment and loyalty.

2.5.3.2 Employer brand reputation

The reputation of an organization always seems as significant asset for organization to avail competitive advantage in market place. Sutherland et al., (2002) stated that the reputation helps the employer to become the employer of choice. The reputation conceptualized as cognition based on beliefs, knowledge and impressions about organization's brand residing in stakeholder's mind (Musteen, Datta & Kemmerer, 2010; Rindova, Williamson & Petkova, 2010). The organizational reputation is considered as crucial asset of the organization which has significant positive influences outcome variables in customer context such as customer loyalty (Eberl and Schwaiger, 2005; Rose and Thomsen, 2004). Similarly, the concept applied to other stake holders of organization like employees. The reputation of organization perceived by employees pertains the employee's understandings about how others external stakeholders have perception about their employer (Helm, 2011). According to the study of Carmeli (2005) stated that employees perception about how reputable their organization based on perceptions of external stakeholders, it might be difference between employees judgments about what their organization's brand reputed publicly and actual external perceptions. The existing literature on reputation in the context of workforce-related factors including innumerable perspectives such as perception of potential employee use to determine the employer attractiveness (Cable and Graham, 2000; Cable and Turban, 2003; Lemmink, Schuijf and Streukens, 2003), perceived reputation by employee also linked with employee identification (Bartels et al., 2007; Smidts, Pruyn & van Riel, 2001), employee satisfaction (Tanwar & Prasad, 2016), employee loyalty in context of citizenship behavior (Niehoff, 2004;Helm, 2011). The study of Moroko and Uncles (2005)

considered reputation perceived by employees about their employer is crucial predictor of employer branding practices. Incorporating the employees perceived external reputation about their organization's brand with employer branding dimension would help the organization to achieve perpetuation (Moroko & Uncles, 2005).

2.5.3.3 Work life balance

The researchers gave more attention towards work life balance strategies as an important part of talent management. According to the studies of Barrow and Mosley (2011), Hudson (2005) discussed that the work life balance strategies enables the organizations to enhance their employer brand which leads towards employee retention. The work life balance strategies are the integral part of employer branding practices (Barrow & Mosley, 2011). The study of McDonald et al, (2005) stated that the work life balance is significant determinant of employee intention to stay with organization aside the factor of prestige and salary. Furthermore, the study of Hillebrandt and Ivens (2013) identified the work life balance as an important factor which affects the organization's employer brand. Tanwar and Prasad (2016) stated that employer image could be enhanced by the making flexibility in working hours, proper work life balance influence the employee's intention to stay with organization.

According to Clark (2000) argue that the work life balance considered as appropriate balance between in the employee's professional and personal life. Existing literature highlighted the beneficial results between employee and employer while practicing work life balance practices (Cegarra- Leiva et al., 2012; Virick et al., 2007; Wang

and Walumbwa, 2007; Wayne et al., 2004). The study of Hartel et al., (2007) identified various dimensions of work life balance including flexible working hours, job sharing, on site care facilities and parental leaves. Any intervention between employee's work and personal matters generates the discontentment between employee and employer relationship (Pasewark & Viator, 2006). The studies of Karatepe and Uludag (2007), Namasivayam and Zhao (2007) stated that the various components of work life balance have significant positive influence on job satisfaction and employee's commitment which leads towards employee's loyalty and intention to stay with organization.

2.5.3.4 Diversity

The existing literature highlighted diversity as an important predictor of employer branding (Campbell, 2009; Longhi, 2011; Pitts, 2009; Schlager et al., 2011; Tanwar & Prasad, 2016). According to Ongori and Agolla (2007) described the diversity as the employees working in same organization from different socio-cultural backgrounds. According to Cox (2001) stated that the socio-cultural variations among the employees working together with in organization. The organizations incorporating socio-cultural diversity in employment settings in their employer value proposition to become employer of choice (Tanwar & Prasad, 2016). The study of Schlager et al., (2011) examined the diversity as the significant predictor or contributor of employer branding practices. The study of Tanwar and Prasad (2016) identified the diversity as employer branding dimension which has significant positive relationship with job satisfaction of employee, ultimately leads towards employee loyalty. Therefore, the present study discussed the diversity as important predictor or dimension of employer branding practices.

2.5.3.5 Corporate social responsibility

Corporate social responsibility (CSR) attains more attentions of researchers while developing the dimensions of employer branding. Kim and Park (2011) stated that the organizations engaged in CSR and provides an ethical working environment got employee's preference. Carroll (1979) defined CSR as "the social responsibility of business encompassing the economic, legal, discretionary and ethical expectations that society has of the organization at a given point of time" (p.19). According to Backhaus and Tikoo (2004) stated that the aim of external marketing activities in employer branding context is to attract the competent talent from labor market and also establish as employer of choice. In the same way the CSR enables the organization to attract prospective employees and retention of existing employees (Brammer, Millington & Rayton, 2007; Greening & Turban, 2000; Suliman & Al-Khatib, 2014; Tanwar & Prasad, 2016).

By review of existing literature enlightens that the organization's brand image and reputation could be enhanced by incorporating the CSR activities (Kim, Lee, Lee & Kim, 2010; Kotler & Lee, 2008; Hillebrandt & Ivens, 2013; Suliman & AL-Khatib, 2014). The organization recognized the significance of CSR which enhance the organization's brand image as well as also positively affects the organization's performance (Schiebel & Pochtrager, 2003). According to the study of Coldwell et al., (2008) stated that the CSR activities have significant positive influence on employees behaviour and create satisfaction which ultimately leads towards loyalty. The study of Valentine and Fleischman (2008) examined the CSR as the determinant of employee satisfaction. Furthermore, the empirical study of Suliman and Al-Khatib (2014) reveals that the CSR activities has vital role in shaping the organization's

brand and CSR considered as strong predictor of an employer brand. The study of Hillebrandt and Ivens (2013) identified corporate social responsibility (CSR) as the significant dimension of employer branding practices.

2.5.3.6 Organizational culture

The organizational culture defined as “a system of shared meaning of values held by members of an organization that distinguishes one organization from other” (Robbins, 2001). According to the study of Ravasi and Schultz (2006) defined the organizational culture as a “set of assumptions that governs what happens in the organization by properly defining appropriate behavior for different situations” (p. 24). The organizational culture attains the academicians’ attention in the perspective of human resource management. According to the study of Odom et al., (1990), the organizational culture enhances the employee’s behavior and attitude. The crucial task for practitioners is to develop and maintain supportive and productive organizational culture which influences the quality of work life of employee. Gifford et al., (2002) argued that the productive and supportive organizational culture enhances the employee’s commitment and loyalty with the organization’s brand.

The study of Backhaus and Tikoo (2004) conceptualized the organizational culture as the predictor of employer branding and examined the significant positive relationship between employer branding and organizational culture. Furthermore, the organizational culture leads to enhance the employee’s sense of loyalty with the employer brand (Backhaus & Tikoo, 2004). Therefore the current study incorporate the organizational culture as the striking dimension of employer branding practices adopted from the study of Tanwar and Prasad (2016).

2.5.3.7 Compensations and benefits

Compensation and benefits reflects the attractive salary and competitive benefits offered by the organization to its employees. According to the study of Sageer, Rafat and Agarwal (2012) stated that, compensation and benefits influence employee's attitude and behaviour. Ambler and Barrow (1996) defined employer branding as "the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company" (p. 18). This definition further stimulated numerous studies on employer branding concept. The economic benefits represents the monetary benefits provided by the employer brand to attract and retained the best talent (Ambler & Barrow, 1996; Tanwar & Prasad, 2017). Ruch (2002) stated that the main concern of employer brand with the "employment experience", which includes both benefits tangible and intangible such as financial or economic benefits like monetary compensations and benefits. The effective compensation and benefits are the strong indicator of employer branding practices ultimately leads towards employee satisfaction, commitment, engagement and loyalty (Anitha, 2014; Tanwar & Prasad, 2017).

According to the study of Saks and Rotman (2006) revealed that the economic incentives are the significant antecedents of employee engagement. Attractive compensations and benefits motivate the employees to satisfy and engaged in work (Anitha, 2014). The study of Kahn (1990) reveals that, the employee's level of engagement is a function of their perceptions of these benefits which they receive from their employer. The compensation and benefits which includes both financial and nonfinancial incentives which are the essential attributes to influence employee engaged attitude and loyal behaviour (Anitha, 2014).

2.6 Underlying theory; Psychological contract theory

The Psychological contract theory is one of those theories which explain the relationship between employer branding, employee engagement and employee brand loyalty. The psychological contract theory is an extension of social exchange theory (Homans, 1974). The employment contract usually made between the employee and the organization at the time of joining the organization. The agreement based on the terms and conditions about what employee will do for organization and what employee will receive from organization in return similarly what organization will do and what will receive from employee, these known as written legal contract (Miles, 2012). When these contracts between employee and organization are unwritten, are known as psychological contracts (Miles, 2012). The psychological contract defined as the individual's beliefs which hold the agreement between himself and other party (Argyris, 1960; Miles, 2012; Rousseau, 1995; Rousseau & Tijoriwala, 1998). According to Rousseau and Tijoriwala (1998) stated that psychological contracts between employer and employee have significant influence on employee's attitude and behaviour.

Psychological contracts are continuous because it based on perceptions, once these perceptions developed then remains for long time. The psychological contracts can vary in generality and strength (Dabos & Rousseau, 2004; Rousseau, 1995). The psychological contracts may be in short term in simple form or may be in long term. Psychological contracts are based on individual's perception and each individual in a same organization has different perceived promises (Rousseau & Tijoriwala, 1998). But ideally psychological contracts are perceived as a mutual agreement and reciprocal relationship among employee and organization (Dabos & Rousseau,

2004). The reciprocal agreement between employee and organization refers to the mutual exchange between these two parties. Both parties obligate their responsibilities and commitments (Rousseau, 1995). The main key assumption in psychological contract theory is that the both employee and employer voluntarily participate in mutual exchange and are freely bound to obligate their responsibilities and commitments and both parties are free to leave the exchange on desire (Rousseau, 1995).

The theory of psychological contracts provides foundations on relationship between employer brand and employee brand loyalty (Backhaus & Tikoo, 2004). In the present study all the seven dimensions of employer brand namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB), can be attributed economic, functional and psychological benefits of employer brand proposed by Ambler and Barrow (1996). In the present study, training and development (TD) and corporate social responsibility (CSR) represent functional benefits, employer brand reputation (EBR), work life balance (WLB), organization culture (OC), and diversity (DIV) represents the psychological benefits and compensation and benefits (CB) represent economic benefits, perceived by employees being provided by employer brand.

According to underpinning theory, employees promised loyalty to the employer in exchange of offerings from employer (Hendry & Jenkins, 1997). There are four types of psychological contracts; transactional, relational, balanced and transitional contracts (Robinson, Kraatz & Rousseau, 1994). The transactional contracts refer to the economic and monetary exchange (Thompson & Bunderson, 2003). The relational contracts refer to socio emotional mutual exchanges, the transitional

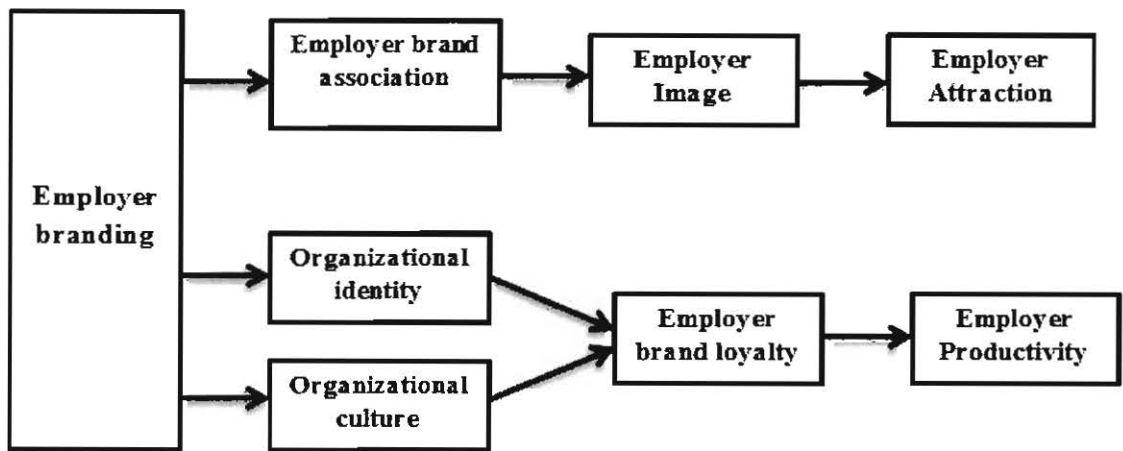
contracts are basically short term no guarantee contracts with any explicit demands of incentives and performances, while balanced contracts contains features of both transactional and relational contracts (Miles, 2012). The economic benefits provided by employer brand to employees represents the transactional contracts, psychological benefits represents the relational contracts while functional benefits from employer brand reflects the relational contracts which influence the employees attitude (employee engagement) and behaviour (employee brand loyalty).

Employer branding practices helps to develop the psychological contracts between employer and employee (Backhaus & Tikoo, 2004; Eshoj, 2012; Tanwar & Prasad, 2016). The prevailing literature on Psychological contract theory in employer branding context comprehensively studied psychological contract as itself a construct (Biswas & Suar, 2016; Edwards, 2009; McInnis, 2012; Tanwar & Prasad, 2016), Psychological contract violation and breach (Hanin, Stinglhamber & Delobbe, 2013; McInnis, 2012; Robin & Morrison, 2000). However, there is paucity of research study which fleetingly discussed the types of psychological contracts (Miles, 2012). Thus, the present study explore the impact of employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) on employees attitude (engagement) and behaviour (loyalty), which represents transactional, relational, balanced and transitional contracts. Miles (2012) stated that, the key assumption in psychological contract theory is that the both parties which holds contract are voluntarily involves in exchange, so future studies can explore the involuntary involvement of both parties in psychological contract. Therefore, the present study examines the impact of employer brand reputation on employee engagement and employee brand loyalty to fulfil this gap.

2.7 Relationship between employer branding practices and employee brand loyalty

According to Backhaus and Tikoo (2004) the long term practices for developing employee brand loyalty could be achieved through employer branding practices. The study of Backhaus and Tikoo (2004) provide theoretical foundations to describe the relationship between employer branding and employee brand loyalty by using the term employer brand loyalty as outcome of employer branding. Backhaus and Tikoo (2004) stated that employer branding has significant positive influence on organizational identity and organizational culture which further affects employee brand loyalty. The brand loyal consumers express their loyalty by continues repurchase even under the unfavourable circumstance brand loyal consumers never leave the brand. Similar to customer brand loyalty concept, the brand loyal employees have never intention to leave the employer even under less than ideal situations for organization (Backhaus & Tikoo, 2004). The study discussed the mediation effect of organizational identity and organizational culture between employer branding and employer brand loyalty (Backhaus & Tikoo, 2004). The employer brand model by Backhaus and Tikoo (2004) shown in figure 2.2.

Figure 2. 2 Employer branding framework (Backhaus & Tikoo, 2004)



Source: Backhaus and Tikoo (2004)

The main limitation of employer brand model by Backhaus and Tikoo (2004), this study operationalize employer brand loyalty as employee's intension to stay with organization. The study of Kuchеров and Samokish (2016) evaluated the relationship between employer branding and employee loyalty with employer brand by examining the employer brand equity measurement. This study discussed employee brand loyalty as the significant asset of employer brand, the employer branding strengthen the employee brand loyalty (Kuchеров & Samokish, 2016). The limitation of that study is, the study conducted in the context of prospective employees rather than existing employees. Maxwell and Knox (2009) stated that the methods and techniques while studying employer brand attractiveness in prospective employee's context cannot appropriate to apply for studying employer branding in current employee's perspective. According to Rampl (2014) stated that the existing literature on employer branding and employee brand loyalty extensively focuses in the perspective of potential employees rather than existing employees already working in the organization. Therefore, the current study entirely focused on the employer branding practices relationship with employee brand loyalty in the existing employees' context.

The studies on relationship between employer branding and employee brand loyalty have limitations. The studies of (Ahmad & Daud, 2016; Backhaus & Tikoo, 2004; Davies, 2008; Gozukara & Hatipoglu, 2016; Kuchеров & Samokish, 2016) are limited because these studies conceptualized the relationship between employer branding and employee brand loyalty but lacking in term of empirical evidence. The current study could be provides empirical evidence on relationship between employer branding practices with employee brand loyalty and employee brand loyalty measured by in context of employee intention to stay with organization brand. Numerous studies stated that, the employees having strong sense of loyalty with their organization's brand will have intention to stay within organization (Bloemer & Schroder, 2006; Zeithmal, Berry & Parasuraman, 1996; Lee, Kim, & Kim, 2014). The study of Backhaus and Tikoo (2004) conceptualized the relationship of employer branding with employee brand loyalty by using term employer brand loyalty as outcome of employer branding. The study provides theoretical foundation not further empirically extended. Hence, this study attempts to extend the understanding by adopting the Tanwar and Prasad, (2016) model of employer branding practices including all those dimensions (training and development, work life balance, reputation, diversity, organization culture and corporate social responsibility) linking with employee brand loyalty. There is no single study available which measure employer branding practices by using dimensions (training and development, work life balance, reputation, diversity, organization culture and corporate social responsibility) to determine employee brand loyalty.

2.8 Employee engagement

2.8.1 Conceptualizing and defining employee engagement

Employee engagement attained much attention of practitioners because the engaged employee's behavior and attitude differ from unengaged employees. The employee engagement concept is comparatively a new domain for academicians in human resource management literature nearly from two decades (Rafferty, Maben, West & Robinson, 2005; Ellis & Sorensen, 2007). According to Robinson et al, (2004) stated that literature on employee engagement surprisingly limited in term of empirical and academic research. The employee engagement concept originates from two concepts first organizational commitment and second organizational citizenship behavior also have similarities and overlapping with these two concepts (Robinson, Perryman & Hayday, 2004; Rafferty et al., 2005).

The study of Kahn (1990) firstly developed the employee engagement concept from the earlier study of Goffman (1961). According to the study of Goffman (1961) stated that people have various attachment and detachment behavior from their role performances. When individuals exhibit their privation of separation behavior to their role performance, it shows role embracement and when the behavior of individual exhibits a resistance attitude to a scorned role, it shows role distance (Goffman, 1961). Based on the Goffman's study, Kahn (1990) discussed the various roles of individuals at their work or individual's psychological presences at their work during role performances. Kahn (1990) defined engagement as "harnessing of organization members' selves to their work roles" (p. 694). According to Rothbard (2001) defined engagement as the psychologically presences which includes two significant elements; "attention and absorption" (p.656). Attention considered as

“cognitive availability and the amount of time one spends thinking about a role” while absorption defined as “being engrossed in a role and refers to the intensity of one’s focus on a role” (Rothbard, 2001, p.656). Few studies Robinson, Perryman and Hayday (2004) and Robertson and Cooper (2010) discussed engagement in employment context as employee’s positive attitude towards the organization. The literature on burnout concept defined engagement as the contradictory behavior of burnout (Maslach et al., 2001). Engagement considered as involvement, energy and efficacy, completely positive antithesis of three dimensions of burnout exhaustion, inefficacy and cynicism (Maslach et al., 2001). According to Schaufeli et al, (2002) defined engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 74). This study further stated that engagement is not a specific and temporary state its “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (p. 74).

In academic literature on employee engagement is related with other organizational behavior but it also distinct with these behaviors. The studies of (Burmam & Zeplin, 2005; Saks, 2006; Slatten & Mehmetoglu, 2011) segregated the employee engagement from job satisfaction, involvement, commitment and organizational citizenship behavior. According to Rafferty et al, (2005) engagement includes the both presence of satisfaction and commitment in it and engagement is a mutual two ways process between employer and employee whereas commitment and satisfaction is one way process. The studies of (Ericksons, 2005; Fernandez, 2007; Heger, 2007) argued that the satisfaction as predictor for performance is not sufficiently strong because While one may gain confirmation of employees’ perception of their work experience and level of needs fulfillment through the measure of their satisfaction, it

in no way gives us insight into if and how they apply themselves intellectually and emotional in their daily work or in their efforts to advance the organization. Organizational commitment also differentiated from employee engagement construct because commitment reflects the employee's attachment and attitude with their organization but engagement is not only an attitude its employee's attentiveness and absorption in their role performances (Juhdi, Pawan & Hansaram, 2013; Saks, 2006). As compare with organizational citizenship behavior (OCB) also differ concept from employee engagement because OCB considered as employee's informal and voluntary behavior to helps the organization while engagement includes formal behavior rather than voluntary and extra role behavior (Saks, 2006). The study of May et al, (2004) argues that job involvement and employee engagement are different constructs. Job involvement considered as cognitive judgment consequences while engagement refers with individuals self-employ in their role performances at work (May et al, 2004; Saks, 2006). May et al, (2004) defined employee engagement as "engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs"(May et al, 2004, p. 12). Saks (2006) stated that employee engagement includes emotional, cognitive and behavioral elements which linked with employee's performance at work. The current study conceptualized employee engagement from the study of Saks (2006).

2.8.2 Relationship between employer branding practices and employee engagement

The literature on relationship between employer branding practices with employee engagement rather limited (Ahmad & Daud, 2015; Mosely, 2015; Shaker & Ahmed, 2014). According to Mosely (2015) stated that the employee engagement as the

outcome of employer branding. The study of Moroko (2009) stated that the success full employer brand heavily relies on employee engagement, without providing functional, psychological and economic benefits employee engagement is declined. Furthermore, the employer branding practices enables the employees to engaged in their role performances which leads towards employee intentions to stay with organization (Moroko, 2009). According to the study of McLaren (2011) examined the significant positive relationship between employer branding practices with employee engagement. This study further stated that employer branding practices would increase the level of employee engagement (McLaren, 2011). According to Mosely (2015) stated that the employee retention completely relay on employee engagement. Further this study argues employer branding practices has significant influence on employee engagement and engaged employees deliver high quality services which leads towards customer satisfaction (Mosely, 2015). The literature described the relationship between employer branding with employee engagement and employee brand loyalty separately. There is dearth of research study which explored the relationship between employer branding, employee engagement and employee brand loyalty. The current study fulfills this gap by providing empirical evidence on mediation effect of employee engagement between employer branding practices and employee brand loyalty.

2.8.3 Relationship between employee engagement and employee brand loyalty

The existing literature indicates the significant positive relationship between employee engagement and employee brand loyalty, the engaged employees have strong sense of loyalty with their organization's brand and lower turnover intentions (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee, Kim, & Kim,

2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). According to Schaufelli and Bakker (2004) stated that engaged employees have strong bounding with organization having intentions to stay with organization in other words engaged employees have high level of loyalty with their organization's brand. The studies of Lee, Kim and Kim (2014), Saks (2006), Shuck (2010), Suharti and Suliyanto (2012) also examined the significant positive relationship between employee engagement with employee brand loyalty and stated that engaged employees have intention to stay with organization. The study of (Lee, Kim, & Kim, 2014) discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty and reveals that engaged employees are more loyal than disengaged employees. The study suggests that the future studies may explore the other practices instead of internal branding practices to develop employee brand loyalty with mediation role of employee engagement (Lee, Kim, & Kim, 2014). The current study explored the relationship between employer branding practices, employee engagement and employee brand loyalty still there is paucity in existing literature on employee engagement no study yet explore this relationship.

2.8.4 Employee engagement as mediator

In the current study in light of existing literature indicates relationship between employer branding (independent variable) with employee engagement (mediator). And mediating variable (employee engagement) relates with dependent variable (employee brand loyalty). Few some studies stated that the employee engagement considered as better mediator rather than satisfaction and commitment between the

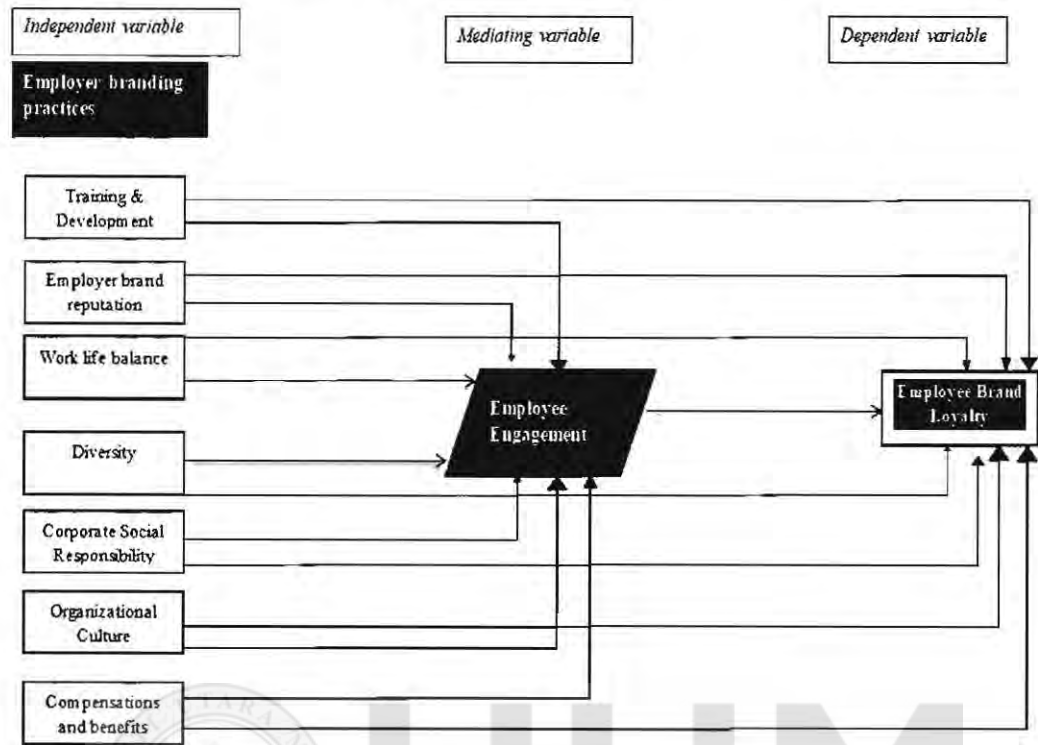
relationship of employer branding and its outcomes. According to Rafferty et al, (2005) engagement includes the both presence of satisfaction and commitment in it and engagement is a mutual two ways process between employer and employee whereas commitment and satisfaction is one way process. The studies of (Ericksons, 2005; Fernandez, 2007; Heger, 2007) argued that the satisfaction as predictor and mediator for performance is not sufficiently strong because While one may gain confirmation of employees' perception of their work experience and level of needs fulfilment through the measure of their satisfaction, it in no way gives us insight into if and how they apply themselves intellectually and emotional in their daily work or in their efforts to advance the organization. Engagement, on the hand, goes beyond employees' satisfaction with what they experience or receive at their place of employment. Various studies discussed the significant relationship between employee engagement with employee brand loyalty, the engaged employees have strong sense of loyalty with their organization's brand and lower turnover intentions (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee et al., 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Sulyanto, 2012; Vazirani, 2005). The study of Lee et al., (2014) discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty and reveals that engaged employees are more loyal than disengaged employees. The study suggests that the future studies may explore the other practices instead of internal branding practices to develop employee brand loyalty with mediation role of employee engagement (Lee et al., 2014). The literature described the relationship between employer branding with employee engagement and employee brand loyalty separately. There is still not any study which explored the relationship between employer branding, employee

engagement and employee brand loyalty. The current study fulfils this gap by providing empirical evidence on mediation effect of employee engagement between employer branding practices and employee brand loyalty.

2.9 Research Framework

Based on previous discussion and literature review, the present study developed a research framework to examine the impact of employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) on employee engagement and employee brand loyalty. Also investigate the mediation effect of employee engagement between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty. The research framework for the present study is presented in Figure 2.3.

Figure 2. 3 Research Framework



Ambler and Barrow (1996) defined employer branding as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (p. 18). Based on theoretical framework, the employees that perceived their employer brand provide functional benefits (training and development and corporate social responsibility), Psychological benefits (employer brand reputation, work life balance, organization culture and diversity) and economic benefits (compensations and benefits) would likely to exhibits the engaged attitude and employee’s brand loyalty behaviour.

The psychological contract theory provides foundations on relationship between employer brand and employee brand loyalty (Backhaus & Tikoo, 2004). In the present study all the seven dimensions of employer brand namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and

compensation and benefits (CB), can be attributed economic, functional and psychological benefits of employer brand proposed by Ambler and Barrow (1996). According to psychological contract theory, employees promised loyalty to the employer in exchange of offerings from employer (Hendry & Jenkins, 1997).

2.10 Hypothesis development

The study of Backhaus and Tikoo (2004) provide theoretical foundations to describe the relationship between employer branding and employee brand loyalty by using the term employer brand loyalty as outcome of employer branding. Backhaus and Tikoo (2004) stated that employer branding has significant positive influence on organizational identity and organizational culture which further affects employee brand loyalty. Numerous studies discussed the positive relationship between employer branding and employee brand loyalty (Ahmad & Daud, 2016; Backhaus & Tikoo, 2004; Davies, 2008; Gozukara & Hatipoglu, 2016; Kucherov & Samokish, 2016). But these studies are limited because these studies conceptualized the relationship between employer branding and employee brand loyalty but lacking in term of empirical evidence. Similarly the employer branding practices enables the organizations branded to attract and retain the employees by developing brand loyalty among employees (Backhaus & Tikoo, 2004; Berthon et al., 2005; Tanwar & Prasad, 2016). Hence, this study attempts to extend the understanding by adopting the Tanwar and Prasad, (2016) model of employer branding practices including all those dimensions (training and development, work life balance, reputation, diversity, organization culture and corporate social responsibility) linking with employee brand loyalty. According to the study of McLaren (2011) examined the significant positive relationship between employer branding practices with employee engagement. This

study further stated that employer branding practices would increase the level of employee engagement (McLaren, 2011). Thus generally the hypothesis developed based on the relationship of each dimension of employer branding practices with employee engagement and employee brand loyalty.

2.10.1 Relationship between training and development with employee engagement and employee brand loyalty:

The studies of Armstrong (2009), Shelton (2001) and Tanwar and Prasad (2016) also emphasized that the training and development practices considered as strong indicator of employer branding practices ultimately leads towards employee satisfaction, commitment and loyalty. Tanwar and Prasad (2016) stated that the training and developments practices by organization also enhance the capability of skilled work force which ultimately leads towards satisfaction, commitment and loyalty. According to Mosely (2015) stated that the employee engagement as the outcome of employer branding and the successful employer brand heavily relies on employee engagement, without providing functional, psychological and economic benefits employee engagement is declined. Furthermore, the employer branding practices including training & development enables the employees to engaged in their role performances which leads towards employee intentions to stay with organization (Moroko, 2009; Tanwar & Prasad, 2016). Thus, generally it could be hypothesized that:

H1a: Training and development have significant relationship with employee brand loyalty.

H1b: Training and development have significant relationship with employee engagement.

2.10.2 Relationship between reputation with employee engagement and employee brand loyalty:

By review of existing literature on reputation indicates that perceived reputation by employee also linked with employee identification (Bartels et al., 2007; Smidts, Pruyn & van Riel, 2001), employee satisfaction (Tanwar & Prasad, 2016), employee loyalty in context of citizenship behaviour (Niehoff, 2004; Helm, 2011), employee engagement (Saks, 2006). According to the Moroko and Uncles (2005) stated that reputation perceived by employees about their employer is crucial predictor of employer branding practices, perceived reputation by employee also linked with employee loyalty (Niehoff, 2004; Helm, 2011). Thus, generally it could be hypothesized that:

H2a: Employer brand reputation has significant relationship with employee brand loyalty.

H2b: Employer brand reputation has significant relationship with employee engagement.

2.10.3 Relationship between work life balance with employee engagement and employee brand loyalty:

The study of Clark (2000) argues that the work life balance considered as appropriate balance between in the employee's professional and personal life. Existing literature highlighted the beneficial results between employee and employer while practicing work life balance practices have positive influence on employee engagement (Saks, 2006; Virick et al., 2007; Wang and Walumbwa, 2007;). Thus, generally it could be hypothesized that:

H3b: Work life balance has significant relationship with employee engagement.

The studies of Karatepe and Uludag (2007), Namasivayam and Zhao (2007) stated that the various components of work life balance have significant positive influence on job satisfaction and employee's commitment which leads towards employee's loyalty and intention to stay with organization. Tanwar and Prasad (2016) stated that employer image could be enhanced by the making flexibility in working hours, proper work life balance influence the employee's intention to stay with organization. Thus, generally it could be hypothesized that:

H3a: Work life balance has significant relationship with employee brand loyalty.

2.10.4 Relationship between diversity with employee engagement and employee brand loyalty:

The study of Schlager et al., (2011) examined the diversity as the significant predictor or contributor of employer branding practices. The study of Tanwar and Prasad (2016) identified the diversity as employer branding dimension which has significant positive relationship with job satisfaction of employee, ultimately leads towards employee loyalty. Thus, generally it could be hypothesized that:

H4a: Diversity has significant relationship with employee brand loyalty.

H4b: Diversity has significant relationship with employee engagement.

2.10.5 Relationship between organizational culture with employee engagement and employee brand loyalty:

The study of McBain (2007) stated that organizational culture is a key factor that drives the employee engagement and it has significant influence on employee engagement. The supportive organizational culture leads towards employee engagement (Suharti & Suliyanto, 2012). According to the study of Robinson et al., (2004) stated that the organizational culture has positive correlation with employee engagement. The employees feel that there organization is providing supportive culture, in return they expressed engaged behaviour which ultimately leads towards employee's willingness to stay with organization (Suharti & Suliyanto, 2012; Shuck 2010). Thus, generally it could be hypothesized that:

H5b: Organizational culture has significant relationship with employee engagement.

The study of Backhaus and Tikoo (2004) conceptualized the organizational culture as the predictor of employer branding and examined the significant positive relationship between employer branding and organizational culture. Furthermore, the organizational culture leads to enhance the employee's sense of loyalty with the employer brand (Backhaus & Tikoo, 2004). Gifford et al., (2002) argued that the productive and supportive organizational culture enhances the employee's commitment and loyalty with the organization's brand. Thus, generally it could be hypothesized that:

H5a: Organizational culture has significant relationship with employee brand loyalty.

2.10.6 Relationship between CSR with employee engagement and employee brand loyalty:

Several studies stated that CSR has significant influence on employee behaviour and attitude towards the employer such as organizational commitment, (ALshbiel & AL-Awawdeh, 2011; Branco & Rodrigues, 2006; Earl, 2004) employee loyalty, (Branco & Rodrigues, 2006) and employee engagement (Saks, 2006). The study of Glavas and Piderit (2009) reveals that CSR enhance the employee engagement. Thus, generally it could be hypothesized that:

H6b: Corporate social responsibility has significant relationship with employee engagement.

The study of Coldwell et al., (2008) stated that the CSR activities have significant positive influence on employee's behaviour and create satisfaction which ultimately leads towards loyalty. The study of Valentine and Fleischman (2008) examined the CSR as the determinant of employee satisfaction. Furthermore, the empirical study of Suliman and Al-Khatib (2014) reveals that the CSR activities has vital role in shaping the organization's brand and CSR considered as strong predictor of an employer brand. The study of Hillebrandt and Ivens (2013) identified corporate social responsibility (CSR) as the significant dimension of employer branding practices. Thus, generally it could be hypothesized that:

H6a: Corporate social responsibility has significant relationship with employee brand loyalty.

2.10.7 Relationship between compensations and benefits with employee engagement and employee brand loyalty:

According to the study of Sageer, Rafat and Agarwal (2012) stated that, compensation and benefits influence employee's attitude and behaviour. Ruch (2002) stated that the main concern of employer brand with the "employment experience", which includes both benefits tangible and intangible such as financial or economic benefits like monetary compensations and benefits. The effective compensation and benefits are the strong indicator of employer branding practices ultimately leads towards employee satisfaction, commitment, engagement and loyalty (Anitha, 2014; Tanwar & Prasad, 2017). According to the study of Saks and Rotman (2006) revealed that the economic incentives are the significant antecedents of employee engagement. Attractive compensations and benefits motivate the employees to satisfy and engaged in work (Anitha, 2014). The study of Kahn (1990) reveals that, the employee's level of engagement is a function of their perceptions of these benefits which they receive from their employer. The compensation and benefits which includes both financial and nonfinancial incentives which are the essential attributes to influence employee engaged attitude and loyal behaviour (Anitha, 2014). Thus, generally it could be hypothesized that:

H7a: Compensations and benefits have significant relationship with employee brand loyalty.

H7b: Compensations and benefits have significant relationship with employee engagement.

2.10.8 Relationship between employee engagement and employee brand loyalty:

The existing literature indicates the significant positive relationship between employee engagement and employee brand loyalty, the engaged employees have strong sense of loyalty with their organization's brand and lower turnover intentions (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee, Kim, & Kim, 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). According to Schaufelli and Bakker (2004) stated that engaged employees have strong bounding with organization having intentions to stay with organization in other words engaged employees have high level of loyalty with their organization's brand. The studies of Lee, Kim and Kim (2014), Saks (2006), Shuck (2010), Suharti and Suliyanto (2012) also examined the significant positive relationship between employee engagement with employee brand loyalty and stated that engaged employees have intention to stay with organization. Thus, generally it could be hypothesized that:

H8: Employee engagement has significant relationship with employee brand loyalty.

Few some studies stated that the employee engagement considered as better mediator rather than satisfaction and commitment between the relationship of employer branding and its outcomes (Albrecht, Bakker, Gruman & Saks, 2015; Suharti & Suliyanto, 2012). According to Rafferty et al, (2005) engagement includes the both presence of satisfaction and commitment in it and engagement is a mutual process between employee and employer whereas commitment and satisfaction is one way process. The studies of (Albrecht, Bakker, Gruman & Saks, 2015; Ericksons, 2005; Fernandez, 2007; Heger, 2007; Suharti & Suliyanto, 2012) argued that the satisfaction as predictor and mediator for performance is not sufficiently strong

because While one may gain confirmation of employees' perception of their work experience and level of needs fulfillment through the measure of their satisfaction, it in no way gives us insight into if and how they apply themselves intellectually and emotional in their daily work or in their efforts to advance the organization. Engagement, on the hand, goes beyond employees' satisfaction with what they experience or receive at their place of employment. Various studies discussed the significant relationship between employee engagement with employee brand loyalty, the engaged employees have strong sense of loyalty with their organization's brand and lower turnover intentions (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee, Kim, & Kim, 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). The study of Lee, Kim, & Kim (2014) discussed the mediating role of employee engagement between the relationship of internal branding practices and employee brand loyalty and reveals that engaged employees are more loyal than disengaged employees. The study suggests that the future studies may explore the other practices instead of internal branding practices to develop employee brand loyalty with mediation role of employee engagement (Lee, Kim, & Kim, 2014). Thus, generally it could be hypothesized that:

H1c: Employee engagement mediates between training and development and employee brand loyalty.

H2c: Employee engagement mediates between employer brand reputation and employee brand loyalty.

H3c: Employee engagement mediates between work life balance and employee brand loyalty.

H4c: Employee engagement mediates between diversity and employee brand loyalty.

H5c: Employee engagement mediates between organizational culture and employee brand loyalty.

H6c: Employee engagement mediates between corporate social responsibility and employee brand loyalty.

H7c: Employee engagement mediates between compensations and benefits and employee brand loyalty.



UUM
Universiti Utara Malaysia

Table 2. 3

Summary of Research objectives and Hypothesis development

No.	Objectives and Hypothesis statement
1	<p>To examine the relationship between employers branding practices namely training and development, employer brand reputation, work life balance, organization culture, diversity and corporate social responsibility with employee brand loyalty.</p> <ul style="list-style-type: none"> • H1a: Training and development have significant relationship with employee brand loyalty. • H2a: Employer brand reputation has significant relationship with employee brand loyalty. • H3a: Work life balance has significant relationship with employee brand loyalty. • H4a: Diversity has significant relationship with employee brand loyalty. • H5a: Organizational culture has significant relationship with employee brand loyalty. • H6a: Corporate social responsibility has significant relationship with employee brand loyalty. • H7a: Compensations and benefits have significant relationship with employee brand loyalty.
2	<p>To examine the relationship between employer branding practices are namely training and development, employer brand reputation, work life balance, organization culture, diversity and corporate social responsibility with employee engagement.</p> <ul style="list-style-type: none"> • H1b: Training and development have significant relationship with employee engagement. • H2b: employer brand reputation has significant relationship with employee engagement. • H3b: Work life balance has significant relationship with employee engagement. • H4b: Diversity has significant relationship with employee engagement. • H5b: Organizational culture has significant relationship with employee engagement. • H6b: Corporate social responsibility has significant relationship with

employee engagement.

- H7b: Compensations and benefits have significant relationship with employee engagement.

3 **To determine the relationship between employee engagement and employee brand loyalty.**

- H8: Employee engagement has significant relationship with employee brand loyalty.

4 **To investigate the mediating role of employee engagement between employers branding practices namely training and development, employer brand reputation, work life balance, organization culture, diversity and corporate social responsibility and employee brand loyalty.**

- H1c: Employee engagement mediates between training and development and employee brand loyalty.
 - H2c: Employee engagement mediates between employer brand reputation and employee brand loyalty.
 - H3c: Employee engagement mediates between work life balance and employee brand loyalty.
 - H4c: Employee engagement mediates between diversity and employee brand loyalty.
 - H5c: Employee engagement mediates between organizational culture and employee brand loyalty.
 - H6c: Employee engagement mediates between corporate social responsibility and employee brand loyalty.
 - H7c: Employee engagement mediates between compensations and benefits and employee brand loyalty.
-

2.11 Conclusion

Based on the foregoing discussion in this chapter, the conclusion is that employer branding practices namely training and development, work life balance, reputation, diversity, organization culture and corporate social responsibility are paramount significance in enhancing employee engagement and employee brand loyalty. Based on current situation and challenge of employee retention, it is imperative for employers to enhance employee brand loyalty through appropriate employer branding practices. This is because employee brand loyalty enables the employers to retain their best talent.



UUM
Universiti Utara Malaysia

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology employed in the study. The research philosophies, research design, population of the study, sampling and sample size, sample design or technique, data collection methods, research instrument, measurement and scale are discussed in this chapter. In addition, the statistical techniques and the statistics used to test the hypotheses are also highlighted in this chapter including validity test, reliability test and pilot testing of the study.

3.2 Research philosophies

The social science empirical study should be start from proper philosophical base (Trigg, 1985; Blaikie, 1993). There are two major types of research philosophies, first is ontology and second is epistemology. The ontology is basically deals with the nature of reality and mainly concerned with questions such as “What is reality and what is it form and nature?” According to Blaikie (1993) defined ontology as “the science or study of being” (p. 26). While the epistemology mainly concerned with theory of knowledge “what is knowledge and its justification”. The “epistemology is a way of understanding and explaining how we know what we know” (Crotty, 1998:8). Maynard (1994) has defined epistemology as “epistemology is concerned with providing a philosophical grounding for deciding what kinds of knowledge are possible and how we can ensure that they are both adequate and legitimate”

(1994:10). There are various research philosophical paradigms; the two views identified opposing each other, first positivism and second interpretivism. According to Bryman & Bell (2003) the positivism epistemology view and the scientific method of testing hypotheses is used to get knowledge about reality (p. 19-20). "For the positivist, science is an attempt to gain predictive and explanatory knowledge of the external world" (Blaikie, 1993; Keat & Urry, 1975). Therefore, the positivist concerned with the experimentation survey, field studies natural sciences method to understand the social phenomenon.

Likewise, the interpretivism philosophy concept is completely contrasting to positivistic concept. Blaikie (1993) defined the interpretivist philosophical view as "social reality is a product of processes by which social actors together negotiate the meanings for actions and situations; it is a complex of socially constructed meanings" (p. 96). Likewise, the interpretivism philosophy concept is completely contrasting to positivistic concept. Blaikie (1993) defined the interpretivist philosophical view as "social reality is a product of processes by which social actors together negotiate the meanings for actions and situations; it is a complex of socially constructed meanings" (p. 96). The interpretivists do not have any belief that the world is already out and waiting for further exploration but contrary the positivistic philosophical view believes that the world is already out there waiting for exploration and researched. Therefore, the present research framework proposes to test a theory and verify rather than developing and establishing a new theoretical ideology, hence, applying deductive approach. Conclusively, the study draws upon philosophical assumptions as mentioned earlier and relies on objectivity of positivist paradigm.

3.3 Research design

Research design is considered as master plan of research which explains the procedures and methods for collecting relevant information and analysing that information and describes the elements of research (Blumberg, Cooper, & Schindler, 2008; Trochim, 2006; Zikmund, Babin, Carr, & Griffin, 2009). The research design is a blueprint of the research plan which illustrates the structure of research study, describes the research type, research approach used in study, population, sample size, sampling technique and measurement scales. According to Sekaran and Bougie (2016) research design explains how to carry out the study and also discussed the methodological issues like, purpose of study, study setting, investigation types, time horizon and unit of analysis. Sekaran and Bougie (2016) stated that the purpose of study to explore a phenomenon is known as exploratory research and the study conducted to describe the phenomenon is descriptive study and the study which tests some hypothesis is known as explanatory study. The current research study is exploratory research as it's exploring the relationship between the variables. In this context the study explore the relationship between employer branding practices, employee engagement and employee brand loyalty. The present study also tests the mediating role of employee engagement between employer brand practices and employee brand loyalty. Salkins (2006) named this type of study which examines the relationship among variables as correlational research that is similar to this context of current study.

The current study uses the quantitative approach and designed to determine the answers of the research questions and achieving the research objectives. In the 20th century the application of quantitative techniques become the significant part of research methods. While qualitative research method (techniques) associated with

constructivist approach mostly applied to abstraction and assumptions from real world to proof of knowledge (Black burn, 1994). According to Sekaran and Bougie (2016) the qualitative approach has a crucial drawback which is to restrict the researcher to generalize about the population, on the other hand the quantitative approach allows the researcher to generalize the population of the research study. The previous studies (Ahmad & Daud, 2016; Backhaus & Tikoo, 2004; Davies, 2008; Gozukara & Hatipoglu, 2016; Kuchеров & Samokish, 2016) on relationship between employer branding practices and employee brand loyalty were mostly qualitative studies and limited empirical evidence. The current study use quantitative approach to empirically test the relationship of employer branding practices, employee engagement and employee brand loyalty in higher educational institutions of Pakistan.

The data for this study were collected once during whole research duration and not concerned with any changes which occur across time and place without interference of researcher in a natural environment. Therefore, this study is known as cross-sectional study. The primary data were collected through questionnaire once during the research duration. Contrary the longitudinal study in which data collected more than once during the whole research duration, this concept is completely opposite to cross-sectional (Sekaran & Bougie, 2016).

3.3.1 Population

A population consists of information and data collection which further examines and analyzed in research (Hair et al., 2010). Cooper and Schindler (2008) defined population as “those people, events, or records that contain the desired information and can answer the measurement questions”. Population also described as the

comprehensive collection of that subject which to be studied for the research (Cavana et al., 2001). The population for this research study is individual employees specifically those who worked as academic staff in private sector of higher educational institutions in the Punjab province of Pakistan. The academic staff is back bone of the educational institutions which play key role in brand success specifically in Pakistan. For the purpose of the study, academic staff of private higher institutions in Punjab were approached because it is recorded a high turnover rate among academic staff which indicates the low employee brand loyalty (Iqbal & Hashmi, 2015; Usman & Khan, 2015; Mubarak, Wahab & Khan, 2012).

In Pakistan during the past decade there were only 32 higher educational institutions in Pakistan. The higher educational institutes rapidly rise where by in 2015 about 183 public and private higher education institutes serving across the whole country (HEC, 2014-15). The present study only covered academic staff at individual level unit of analysis. This is because the intention to quit the institutions seems higher in academic staff rather than administrative staff. For the purpose of the current study the private sector higher educational institutions of Pakistan were surveyed. This is because the high turnover rate and turnover intentions trend can be seen predominantly in private sector higher educational institutions rather than public sector. The reason behind selecting Punjab province was the economic importance and according to the population. Punjab is the largest province of the country, having 53% of the total population of the country.

Table 3. 1

Total Population of Pakistan by each Province

Province	Population	Percentage
PUNJAB	110012442	53%
KHYBER PAKHTUNKHWA	30523371	15%
FATA	5001676	2%
SINDH	47886051	23%
ICT	2006572	1%
BALUCHISTAN	12344408	6%
TOTAL POPULATION OF PAKISTAN	207774520	100%

Source: Pakistan Bureau of Statistics 2017

Table 3.1 illustrates the total population of the Pakistan by each province and percentage. The table shows that 53% of total population of the Pakistan only belongs to the Punjab province.

The Punjab province has a highest number of higher educational institutions in the country. A total of 58 higher educational institutions with 23 private institutions enlisted and 34 public institutions were recorded in 2015 (HEC, 2014-15). In 2016 and 2017, the higher education commission of Pakistan banned four private higher educational institutions named as Ali Institute of Education, Global Institute, Imperial College of Business and The Institute of Management Sciences (HEC, 2017). The present study focused eighteen private higher educational institutions located in Punjab province of Pakistan.

Table 3. 2

List of Private Higher Educational Institutions in Punjab, Pakistan

Sr. no.	Name of Private HEIs in Punjab	Academic Staff
1	Beacon house National University, Lahore.	104
2	Forman Christian College, Lahore.	245
3	GIFT University, Gujranwala.	73
4	Hajvery University, Lahore.	233
5	HITEC University, Taxila	97
6	Institute of Southern Punjab, Multan	92
7	Lahore Leads University, Lahore.	117
8	Lahore School of Economics, Lahore.	135
9	Lahore University of Management Sciences, Lahore.	207
10	Minhaj University, Lahore.	214
11	National College of Business Administration and Economics, Lahore.	104
12	The Superior College, Lahore.	468
13	The University of Faisalabad, Faisalabad.	181
14	The University of Lahore, Lahore.	871
15	University of Central Punjab, Lahore.	349
16	University of Management & Technology Lahore	347
17	University of South Asia, Lahore.	100
18	University of Wah, Wah	162
Total		4099

Source: Higher Education Commission (HEC) of Pakistan Report 2014-15

Based on the Table 3.2, the total population of this study is 4099. The study focuses the private sector higher educational institutions located in Punjab province with total 4099 academic staff (HEC, 2014-15). Table 3.2 shows the list of private higher educational institutions with their academic staff in Punjab province.

3.3.2 Sample size and Sampling technique

Sampling is a process of selecting some elements from the whole population which represents the characteristics of whole population (Cooper & Schindler, 2008). Sekaran and Bougie (2016) defined sample as “a subset of a population comprising of a selection of members of the particular population”. According to Sekaran and Bougie (2016), the usage of sampling is for practical purposes because when the population is scattered and very large, the sampling is seems more practical due to time and resource constraints. In sampling there is an issue related with sample size that how large should be sample size required to generalize the findings to the population and results interpretation. Pallant (2007) argued that among the researchers there is little consensus about how much sample size is appropriate but the general trend is the large sample size is much better than small sample size. Based on literature, few methods are available for sample number determination (Hair et al, 2010). According to Sekaran and Bougie (2016) a sample size is between 30 and 500 is considered as appropriate for research study. Coakes, Steed, and Dzidic (2006), stated that a100 sample size is acceptable. Roscoe (1975), described the general rule about appropriate sample size is that sample size should be in between 30 and 500 depending on sampling design. The most cited work of Krejcie and Morgan (1970) suggested the adequate number of sample should be between 341 and 380. According to Higher education commission of Pakistan report 2014-15, the total academic staff serving in private higher educational institutions in Punjab province is 4099 as shown in Table 3.2. The total population for this study is 4099, according to Krejcie and Morgan (1970) sample size determination table, the sample size for this population is 351 as shown in Table 3.3.

Table 3. 3

Krejcie and Morgan (1970) sample size determination table

Table for determining sample size for known population			
N	S	N	S
3000	341	8000	367
3500	346	9000	368
4000	351	10000	370
4500	354	15000	375
5000	357	20000	377
6000	361	30000	379
7000	364	40000	380

Source: Krejcie and Morgan (1970)

The sample size is also obtained from the sampling formula by Dillman (2007).

According to the formula;

N_s = the actual sample size

N_p = Size of population which is 4099

P = the population proportion expected to choose among the two response categories is 0.5

B = Sample error at 0.05 (5%)

C = Confidence level at 0.05 is 1.96,

$$N_s = \frac{(N_p)(p)(1 - p)}{N_p - 1 \left(\frac{B}{C} \right)^2 + (p)(1 - p)}$$

$$Ns = \frac{(4099)(0.5)(1 - 0.5)}{4099 - 1 \left(\frac{0.05}{1.96} \right)^2 + (0.5)(1 - 0.5)}$$

$$Ns = \frac{(1024.75)}{4098 (0.000651) + (0.25)}$$

$$Ns = 351.20$$

Hence, the total number of sample size of the present study is 351.20 based on Dillman (2007) formula. The total population for this study is 4099, according to Krejcie and Morgan (1970) and Dillman (2007) sample size determination formula, the sample size for this population is 351.20 approximately 352. Moreover, according to the study of Nayyar and Mahmood (2014) conducted through self-administrated survey stated that, the response rate in higher education sector of Pakistan is 37.5%. According to the study of Salkind (1997) suggested that to compensate low response rate, the sample size increased by 40-50%. So, following the recommendations of Salkind (1997), the sample size of the present study increased by adding 40% of required sample 352 in the original requirement of respondents. Hence the total of 492 questionnaires was distributed for the present study. Keeping the view of maximizing ease and simplicity, the probability sampling technique; proportionate stratified random sampling technique (Sekaran & Bougie, 2016) is used whereby the population is divided into meaningful segments and the proportion is drawn on the grounds of their percentage against the total number of required respondents (492). Table 3.4 draws further details accordingly:

Table 3. 4

Sample Size and No of Respondents from each higher educational Institute (HEI) based on proportionate sampling

Sr. no.	Name of Private HEIs Punjab	Academic Staff	% of Population against the Total	No of Questionnaire from each HEI	Round Off Total
1	Beacon house National University, Lahore.	104	2.5372%	12.4	12
2	Forman Christian College, Lahore.	245	5.9770%	29.4	29
3	GIFT University, Gujranwala.	73	1.7809%	8.7	9
4	Hajvery University, Lahore.	233	5.6843%	27.9	28
5	HITEC University, Taxila	97	2.3664%	11.6	12
6	Institute of Punjab, Multan	92	2.2444%	11	11
7	Lahore Leads University, Lahore.	117	2.8543%	14	14
8	Lahore School of Economics, Lahore.	135	3.2934%	16.2	16
9	Lahore University of Management Sciences, Lahore.	207	5.05%	24.8	25
10	Minhaj University, Lahore.	214	5.2207%	25.6	26
11	National College of Business Administration and Economics, Lahore.	104	2.5372%	12.4	12
12	The Superior College, Lahore.	468	11.4174%	56.1	56
13	The University of Faisalabad, Faisalabad.	181	4.4157%	21.7	22
14	The University of Lahore, Lahore.	871	21.2490%	104.5	105
15	University of Central Punjab, Lahore.	349	8.5142%	41.8	42

16	University of Management & Technology Lahore	347	8.4654%	41.6	42
17	University of South Asia, Lahore.	100	2.4396%	12	12
18	University of Wah, Wah	162	3.9521%	19.4	19
Total		4099			492

Source: Higher Education Commission (HEC) of Pakistan Report 2014-15

3.3.3 Data collection procedures

The essential part of the research design is data collection procedure or methods. There are various methods to collect data used by different researchers; these methods have their own advantages and disadvantages (Sekaran & Bougie, 2016). There are several ways of data collection such as telephone, email, interviews, social media networking and much more. The current study adopted the self-administrated questionnaire for data collection purpose. This method seems more appropriate for the present study which helps to developing rapport with respondents while briefing the survey, provide explanations to respondents on the spot and immediately collect the completed questionnaires; such method would ensure a maximum response rate (Sekaran & Bougie, 2016). The disadvantage of self-administrated questionnaire data collection is low response rate (Sekaran & Bougie, 2016). Keeping in view of low response rate, the sample size was increased by 40% to maximize the response rate. The higher educational institutes were contacted and distributed the exact number of questionnaires according to percentage calculated by each institution shown in Table 3.3. Every 8th name or averages of total population by required sample from each institution were selected as a respondent from the name list of academic staff provided by institution. The private higher educational institutions were approach

personally with an official letter from the School of Business Management (SBM) underlining the background of survey and aim of the research. The letter stated clearly about confidentiality and anonymity to enhance the respondent's willingness. For the respondent's convenience, one week was given to the higher educational institutes to return back the completed questionnaire. The data were collected personally after the one week.

3.3.4 Operationalize definition of variables

According to Saunders et al (2009) the operationalization of variables is basically the translation of concepts into tangible indicators of their existence. Operationalization of variables also defined that how to measure the variables (Hair Jr. et al., 2010). Hence this section provides the operational definitions of variables which used in the current study.

3.3.5 Operationalize definition of employee brand loyalty

Employee brand loyalty defined as an employee's willingness to remain with the current organization, saying positive things about the organization and recommending other people (Matzler & Renzl, 2006; Narteh & Odoom, 2015; Urmila & Singh, 2017; Zeithaml, Berry & Parasuraman, 1996). Similarly, the current study operationally defined the employee brand loyalty as employee's intention to stay with the organization's brand, saying positive things about the organization and recommending other people. Additionally the study operationalize employee brand loyalty as a one dimensional construct in context of studies of Matzler and Renzl (2006), Narteh and Odoom (2015), Urmila and Singh (2017) and Zeithaml, Berry and Parasuraman (1996) proposed definition and also adapted the

measures from Narteh and Odoom (2015). These all studies conceptualized employee brand loyalty as same way.

3.3.6 Measurement of employee brand loyalty

The dependent variable is employee brand loyalty operationalized in context study of Narteh and Odoom (2015) and measures of employee brand loyalty were adapted from Narteh and Odoom (2015) study. The Table 3.5 summarised the items of employee brand loyalty

Table 3. 5
Items of employee brand loyalty

<i>Items of Employee brand loyalty</i>	
1.	I say positive things about my employer brand to other people.
2.	I recommend my employer brand to anyone who seeks my opinion.
3.	I consider this employer brand as my first choice of working place.
4.	I intend to stay with this employer brand for a longer period.
5.	I would not switch my employer brand even if another brand offers a better remuneration.

Source: Narteh & Odoom, 2015

3.3.7 Operationalize definition of employer branding

Employer branding is defined as “the package of functional, economic and psychological benefits provided by employment and identified within the employing company” by Ambler and Barrow (1996). The proposed dimensions of employer branding practices employed from the study of Tanwar and Prasad (2016) and this study also operationalized construct in the same way. Therefore, this study operationally measures employer branding practices as an independent variable with its six dimensions proposed by Tanwar and Prasad (2016; 2017) are namely, (1)

training and development (2) employer brand reputation (3) diversity (4) work life balance (5) organizational culture (6) corporate social responsibility (7) compensations and benefits.

3.3.8 Operationalization of employer branding dimensions

The proposed dimensions of employer branding practices employed from the study of Tanwar and Prasad (2016; 2017) are namely, (1) training and development (2) employer brand reputation (3) diversity (4) work life balance (5) organizational culture (6) corporate social responsibility (7) compensation and benefits.

Training and development: Training and developing employees with necessary skills needed for the current as well as future job positions .

Employer brand reputation: An outcome of process in which firms signal their key characteristics to maximize social status.

Diversity: The variation of cultural and social identities among people existing together in an employment setting.

Work life Balance: Equilibrium between the person's personal and official life.

Organization culture: A system of shared meaning of values held by members of an organization that distinguishes one organization from other.

Corporate social responsibility: The effect that corporations have on society in order to engage new customers.

Compensations and benefits: Compensation and benefits reflects the attractive salary and competitive benefits offered by the organisation to its employees.

3.3.9 Measurements of employer branding:

The measures of independent variable employer branding practices were adapted from the study of Tanwar and Prasad (2016; 2017). The Table 3.6 summarised the items of employer Branding Practices.

Table 3. 6

Items of Employer Branding Practices

	<i>Items of Employer Branding Practices</i>
<i>Training and development</i>	<ol style="list-style-type: none"> 1. My employer brand provides relevant training courses to academic staff. 2. My employer brand has structured training programs for its academic staff. 3. My employer brand organizes various conferences, workshops and training programs on regular basis. 4. My employer brand trains academic staff on skills that prepare them for future job position. 5. My employer brand invests heavily in training and development of its academic staff. 6. My employer brand provides information to academic staff on the availability of job openings inside the organization.
<i>Employer brand reputation</i>	<ol style="list-style-type: none"> 7. My employer brand is highly reputable nationally and internationally. 8. Friends and colleagues consider this employer brand as a great place to work. 9. My employer brand produces innovative products and services. 10. My employer brand's name adds value to the resume. 11. There are probably many who would like to work for my employer brand. 12. I am proud to say I work for this employer brand. 13. My employer brand supports good causes.
<i>Diversity</i>	<ol style="list-style-type: none"> 14. Employees are hired based on their skills and abilities regardless of their gender, ethnicity or culture. 15. Employees from different cultures are welcomed by our employer brand.

<i>Organizational culture</i>	<p>16. My employer brand offers good variety of work activities.</p> <p>17. My employer brand has equal rights for men and women.</p> <p>18. My employer brand provides opportunity to work on different projects.</p> <p>19. My employer brand provides autonomy to its employees to take decisions.</p> <p>20. Team work is highly encouraged by our employer brand.</p> <p>21. Employees apply latest technology at workplace.</p> <p>22. My employer brand provides opportunity to move around and work in different roles.</p> <p>23. The management genuinely responds to academic staff's suggestions and ideas.</p>
<i>Work-life balance</i>	<p>24. My employer brand provides flexible working hours.</p> <p>25. My employer brand provides opportunity to work from home.</p> <p>26. My employer brand provides access to paid parental leave.</p> <p>27. Academic staff is permitted to leave the workplace in case of family emergency.</p> <p>28. My employer brand provides on-site sports activities.</p>
<i>Corporate social responsibility</i>	<p>29. My employer brand has a comprehensive code of conduct.</p> <p>30. My employer brand behaves responsibly towards the environment.</p> <p>31. My employer brand gives adequate contributions to charities.</p> <p>32. My employer brand establishes procedures to comply with students complaints.</p> <p>33. A confidential procedure is in place to report any misconduct at work.</p>
<i>Compensations and benefits</i>	<p>34. In general, the salary offered by my employer brand is high.</p> <p>35. My employer brand provides overtime pay.</p> <p>36. My employer brand provides good health benefits</p> <p>37. My employer brand provides insurance coverage for</p>

employees and their dependents.

Source: Tanwar and Prasad (2016; 2017)

3.3.10 Operationalize definition of employee engagement

Employee engagement operationalized as a “positive attitude held by the employee toward the organization and its values” (Slatten & Mehmetoglu, 2011). Therefore, the study measures employee engagement as an intervening/ mediating variable.

3.3.11 Measurements of employee engagement

The measures of employee engagement also adapted from the study of Slatten and Mehmetoglu (2011). The reason behind adapting instruments from the study of Slatten and Mehmetoglu (2011) is that study also conducted from frontline employees which seems similar to the present study because the present study also targeted only frontline employees (academic staff). Table 3.7 summarised the items of employee engagement.

Table 3. 7

Items of Employee engagement

1. The job I have makes me enthusiastic.
 2. I view my job as being meaningful.
 3. I like to work intensely.
 4. I often become absorbed in the job I am doing.
 5. The job gives me energy.
 6. I persevere when I encounter challenges.
-

Source: Slatten and Mehmetoglu (2011)

3.3.12 Measurement scaling

The essential part of any research is measurement scale or instrumentation without data collection to answer the research question and achieve the research objective seems impossible (Sekaran, 2003). In social sciences research the central issue is what measurement scales or instruments to be used to what extent the instrument has good psychometric properties (i.e. both reliable and valid). The developing own measurement items or instruments is rigorous process. The use of established measures is a common practice amongst social researchers. The current study adapts measurement scale from the previous literature relevant to current study. The research model consist of employee brand loyalty as an dependent variable, employer branding practice as an independent variable and its seven dimensions namely, (1) training and development (2) employer brand reputation (3) diversity (4) work life balance (5) organizational culture (6) corporate social responsibility (7) compensations and benefits. The employee engagement is as an intervening/mediating variable. The current study used seven point Likert scales for all instruments/items. The Likert scale seems more appropriate for the present study. According to Krosnick and Fabrigar (1997) the five and seven point Liker scale is more reliable than lower or higher scales and without mid-point can enhance the errors in measurement. Similarly Sauro, (2010) stated that seven Likert scale is better rather than five point Likert scales. For the purpose of study all items gauged on a seven- point Likert type scale (Strongly disagree =1; Disagree=2; Somewhat disagree=3; Neither agree or disagree (Neutral) =4; Somewhat agree = 5; Agree = 6; Strongly agree = 7).

3.4 Validity test

The validity describes the legitimacy and trustworthiness of measures or constructs (Kitchin & Tate, 2000). According to Borden and Abbot (2011) validity of item/measure express about what extent or length, it measures about what desired to measure. Likewise, validity termed as the degree to which the specific item/measure represents the concept of the study and also eliminates any non-random and systematic errors. According to Hair, Black, Babin, and Anderson (2010) research validity is all about how to a level, a concept is defined by a certain items/measures. Therefore, in the present study the validity tests conducted to certify and ensure that the measures/items what it is desired for. According to Zikmund (2003), Campbell and Stanley (1963) stated there are two types of validity, internal and external validity. Based on the study of Zikmund (2003), if the independent variable merely influences on dependent variable and cause solely changes, the internal validity is implemented. However, in order to determine that what measure the results of the study application in the real world then the external validity is executed (Zikmund, 2003).

Therefore, in the context of current study, the face validity confirmed to ensure the validity of the scale/items on the face of it is measuring the intended variable. The construct validity was also conducted to ensure that the measurement scales of the constructs are actually measuring what the current study has been operationalized to measure or attest the adapted items are fit the theory around which the test was designed. The convergent validity explains the level of positively correlation among the measures or indicators of the same variable or constructs (Hair et al., 2016). The discriminant validity is basically explains that which extent a construct is distinct

from the other constructs by empirical standards (Hair, Black, Babin & Anderson, 2017). In other words, the indicators of construct which theoretically distinct to other constructs are also distinct by empirical standards (Hair et al., 2016). The established discriminant validity means that a construct captures the phenomena is distinct from other constructs in the same model. Thus the convergent validity and discriminant validity confirmed by factor analysis by using the PLS-SEM after the collection of data.

3.5 Reliability test

The similar results generate by measurements termed as reliable (Creswell, 2009). Hammersley, (1987) stated that the reliability is “achieving consistent results using the same technique”. The reliability test measures that same trait of measure/item through same method (Hammersley, 1997). As per the study of Denscombe (2003), for the assessment of consistency among the measurements/items of variables a reliable measurement is essential. Reliability test also describes about variables is consistent in what it is intended to measure (Hair et al., 2009). The reliability of instruments/items also describes to the extent to which the measure does not contain random error (Singleton & Straits, 2005). According to Churchill (1979) the reliability coefficient computation is (cronbach alphas), which is most common approach among the researchers (Cronbach, 1951; Nunnally, 1978). Generally, the value of cronbach alpha above than 0.70 is acceptable (Sekaran, 2006; Nunnally & Berstein, 1994; Robinson et al., 1991; Nunnally, 1978). The study of Robinson et al (1991) stated that in exploratory research the value of cronbach alpha can decrease up to 0.60.

3.6 Pre-test and Pilot tests

Before data collection or formally questionnaire distribution pre-test and pilot study was conduct from the three different private higher educational institutions located in Punjab. The main reason behind the conducting pre-test and pilot study is to ensure that there are no ambiguities and troubling statements left for respondents (Bryman, 2001). The pre testing by engaging academicians and practitioners also help to ensures in terms of face validity aspects such as clarity, wording and structure (Yaghmale, 2009; Dillman, 1991). All corrections and suggestions after pre testing and pilot study were incorporated for further improvements before conducting formally data collection from respondents. The pilot study is basically considered as a small scale preliminary study to determine the understanding, time, cost, statistical variability and feasibility to make improvements in the study before formal data collection. Accordingly, the pilot study was conducted in October 2017, 110 questionnaires were distributed in three universities located in Punjab. A total 73 questionnaires were returned, 70 were useable for pilot study. The Statistical Package for Social Sciences (SPSS) 21 version was used for data entry and for pilot study.

Table 3. 8
Values of Cronbach's alpha of constructs in the pilot study

Constructs	Cronbach's alpha	No. of Items
Training and development (TD)	.904	6
Employer brand reputation (EBR)	.916	7
Work life balance (WLB)	.872	5
Organizational Culture (OC)	.890	5

Corporate social responsibility (CSR)	.693	5
Compensation and benefits (CB)	.815	4
Diversity (DIV)	.913	5
Employee engagement (EE)	.947	6
Employee brand loyalty (EBL)	.883	5

A reliability test was carried out; Table 3.8 illustrates the values of Cronbach's alpha of the constructs. The pilot study findings shows that the Cronbach's alpha of the all constructs were in acceptable range and measurement of all variables were reliable for further data collection and analysis.

3.7 Techniques of Data analysis

After the data collection from the respondents, the questionnaires were coded and data entered in Statistical Package for Social Sciences (SPSS) 21 version. The data was screened to assess the missing values, detecting the outliers in the data, assessment of normality of data and then descriptive statistics was used to compare and describe the demographics. These tests were performed by using SPSS 21 version. To test the hypotheses, the present study used Partial Least Squares Structural Equation Modeling (PLS-SEM) which is the second generation Structural Equation Modeling (SEM). The SEM has more appropriate approach to examine the cause and effect relations between latent constructs (Hair et al., 2017; Hair, Ringle, & Sarstedt, 2011).

The PLS-SEM is a path modelling statistical method for modelling complex multivariate analysis of relationships between observed and latent constructs (Hair et

al., 2017; Henseler et al., 2016). The PLS-SEM approach is considered as superior, flexible and strong statistical model building tool as well as predicting, confirming and testing theory (Chin, 1998; Hair et al., 2017; Henseler et al., 2016; Lowry & Gaskin, 2014; Robins, 2012; Ringle, Wande, & Becker, 2014). The Wan Afthanorhan (2013) stated that, by using PLS-SEM path modelling, the valid and reliable confirmatory factor analysis (CFA) is better achieved.

According to the study of Akter, Ambra and Ray (2011), as compare to Covariance based Structural Equation Modeling (CB-SEM), the PLS-SEM is superior with regards to sample size, data normality, measurement level and model identification. PLS-SEM path modelling is suitable technique for multidimensional constructs and complex models; PLS-SEM integrates exogenous and endogenous variables and clearly identifies measurement errors (Becker, Klein & Wetzels, 2012; Chin, 1998; Chin, 2010; Hair et al., 2017; Henseler et al., 2016; Mackenzie, Podsakoff & Jarvis, 2005; Wetzels, Odekerken-Schroder & Van Oppen, 2009). According to the study of Chin (1998) stated that, the PLS-SEM is suitable approach for theory confirmation, development and prediction. Moreover, PLS-SEM examines the significance of relationship among the constructs and also examines the predictive power of endogenous constructs (Chin, 1998; Hair et al., 2017; Wetzels et al., 2009). The PLS-SEM path modelling allows estimating simultaneously the factor loadings of the measurement (outer) model and the path coefficients of the structural (inner) model, beside that PLS-SEM is more concerned about maximizing the explained variance than the statistical accuracy of the estimate and with central limit theorem, PLS-SEM algorithm transmutes non-normal data in to accordance (Dijkstra, 2010; Hair et al., 2017; Hair, Sarstedt, Pieper & Ringle, 2012).

3.8 Testing the Mediation effect

The mediating variable is also known as intervening variable. In the indirect path model, the exogenous variable exerts effect on the endogenous variable through one or more mediating variables (Preacher & Hayes, 2004; Hair et al., 2017). The traditional Baron and Kenny (1986) approach was used by many researchers still draw upon since it was introduced before three decades. This mediation effect approach requires achieving a significant path using a four step technique. When a certain significant path is met, the ascertained variables are considered as mediators. According to Baron and Kenny (1986) approach, a significant relationship exists between independent (exogenous) and dependent (endogenous) variable. Then significant relationship should exist between independent (exogenous) and mediating variable. In the third a significant relationship should exists between mediating variable and dependent (endogenous) variable. And in the fourth, the path coefficient of the independent variable to dependent variable must be larger than the path coefficient of the independent variable to dependent variable with the addition of the intervening or mediating variable.

According to the studies of Preacher and Hayes (2004) and Zhao et al, (2010), stated three step technique; first, an independent variable significantly predicts a dependent variable; second, an independent variable significantly predicts a mediating variable; and third, the mediating variable significantly predicts a dependent variable while controlling for the independent variable. This technique allows researcher analytical opportunities when independent variable is not significant relationship with mediating variable or when mediating variable is not significant relationship with dependent variable, or when non significance is due to low statistical power (Hayes, 2009; Hair et al., 2017; Preacher & Hayes, 2004, 2008; Zhao et al, 2010).

The most recent approach used for mediation effect evaluation especially in PLS-SEM is bootstrapping (Hayes, 2009; Hayes, 2013; Hair et al., 2017; Henseler et al., 2016; Preacher & Hayes, 2008). There are no assumptions about the shape of the constructs; sampling distribution can apply on small sample size with more confidence, also have higher level of statistical power while bootstrapping the indirect effects (Hair et al., 2017). The present study applied bootstrapping to assess indirect or mediating effect.

In summary the two models had following path:

- (1) The direct path from exogenous variables (training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and Compensation and benefits (CB) to the endogenous variable (employee brand loyalty (EBL).
- (2) The direct path from exogenous variables (training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and Compensation and benefits (CB) to the mediating variable (employee engagement (EE).
- (3) The direct path from mediating variable (employee engagement (EE) to the endogenous variable (employee brand loyalty (EBL).

If the following criteria are met than the mediation effect will be significant (Preacher & Hayes, 2004, 2008; Zhao et al, 2010):

- (1) If the path from exogenous variable to mediating variable and then to endogenous variable – only indirect effect not direct effect (mediation)

- (2) If the path from exogenous variable to mediating variable is not significant- not indirect effect only direct effect exist between exogenous and endogenous variable (no mediation).
- (3) If the not significant path between exogenous variable to mediating variable and then to endogenous variable – no effect (no mediation)
- (4) If the significant path between direct exogenous to endogenous variable and also significant indirect path from exogenous variable to mediating variable and then to endogenous variable- both direct and indirect effect (complementary mediation)

3.9 Chapter Summary

This chapter explains the research methodology employed in the study and detailed research plan on how the study conducted. The selection of research methodology depended on the theoretical framework and developed hypothesis. This chapter explained the research philosophies, research design, population of the study, sample size and sampling technique, data collection methods, research instrument, measurement and scale are discussed in this chapter. In addition, the statistical techniques and the statistics used to test the hypotheses are also highlighted in this chapter including validity test, reliability test and pilot testing of the study. The justification for adapting instruments were underlying in previous discussion.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter provides the empirical results of present study based on the data collected from academic staff of private higher educational institutions located in Punjab Province of Pakistan. This chapter contains descriptive statistics, reliability and validity of measurement model as well as hypothesis testing. In detail, this chapter includes following sections. Firstly, the response rate, data screening, assessment of missing values, detecting outliers, normality test. Secondly, the assessment of measurement model is presented which includes results of reliability and validity. Thirdly, the hypotheses testing results presented in final section, coefficient determination, the effect size and predictive relevance as well as the test of mediation examined. At the end of the chapter, summary of hypotheses whether rejected or supported is discussed.

4.2 Response Rate

The data were collected from the academic staff of private higher educational institutions located in Punjab province Pakistan. A total 492 questionnaires were distributed within four months from November 2017 to February 2018. At the end of data collection period, a total 310 questionnaires were returned, yielding a 63% response rate. After preliminary checking, 24 questionnaires were excluded because of too many unanswered items. As a result 286 questionnaires were useable, yielding a 58% as usable response rate. Few studies suggested that a response rate between 50% and 80% in survey method is considered enough for most research (Latour &

Rotfeld, 1997; Miller et al., 1997). Therefore for response rate 58% is sufficient for current study. The summary of number of participating higher educational institutions is shown in Table 4.1

Table 4. 1

Summary of participating HEI Institutions and sample size

Sr. no.	Name of Private HEIs in Punjab	Academic Staff	Distributed	Received	Useable
1	Beacon house National University, Lahore.	104	12	12	12
2	Forman Christian College, Lahore.	245	29	9	9
3	GIFT University, Gujranwala.	73	9	2	2
4	Hajvery University, Lahore.	233	28	14	6
5	HITEC University, Taxila	97	12	4	3
6	Institute of Southern Punjab, Multan	92	11	11	11
7	Lahore Leads University, Lahore.	117	14	12	11
8	Lahore School of Economics, Lahore.	135	16	14	14
9	Lahore University of Management Sciences, Lahore.	207	25	23	23
10	Minhaj University, Lahore.	214	26	25	25
11	National College of Business Administration and Economics, Lahore.	104	12	6	5
12	The Superior College, Lahore.	468	56	21	19
13	The University of Faisalabad, Faisalabad.	181	22	6	6

14	The University of Lahore, Lahore.	871	105	89	83
15	University of Central Punjab, Lahore.	349	42	32	32
16	University of Management & Technology Lahore	347	42	14	14
17	University of South Asia, Lahore.	100	12	9	6
18	University of Wah, Wah	162	19	7	5
Total		4099	492	310	286

The Table 4.1 shows the number of participating higher educational institutions including sample size against total population, number of distributed questionnaires based on proportionate stratified random sampling technique whereby the proportion is drawn on the grounds of their percentage against the total number of required respondents (492) from each institution (segment), received and usable questionnaires. A total 310 questionnaires were received and 286 questionnaires were useable for further analysis.

4.3 Data screening

In this section, data screening process is discussed. Before performing analysis, the data were screened after the data collection. The four main steps were involved in data screening process such as code designing, coding the data, entering the data and data cleaning. The SPSS statistical software version 21 was used for data screening.

4.3.1 Missing data

Firstly, the missing data were checked. According to the study of Hair, Black, Babin and Anderson (2017) stated that, if the cases having more than 25% missing values should be discarded and if the missing data is less than 25% it can be treated by using Expectation Maximization imputation (EM) technique. If missing data is less than 10% (Hair et al., 2016) and less than 5% missing values (Tabachnick & Fidell, 2007) and no specific non-random patterns appears (Hair et al., 2016), the missing data problem is not considered crucial and generally ignored. The missing values more than 10% can be treated; researcher should considered specific approaches in diagnosing the randomness of the missing data (Hair et al., 2016). In the present study, the twenty four questionnaires were excluded because these questionnaires contained more than 40% unanswered items. Among 286 questionnaires retained, no missing data more than 5% is detected. Therefore all 286 questionnaires were considered for further assessment.

4.3.2 Detecting of outliers

After handling the assessment of missing data, the next crucial step is detecting outliers before moving for further analysis. The Mahalanobis distance (d^2) was used to detecting outliers in data. This method for detecting outlier was proposed by the Tabachnick and Fidell (2007). The current study used eight variables to represent the degree of freedom at level 0.001 and found chi-square cut off value of 26.12 (Tabachnick & Fidell, 2007). Therefore each case Mahalanobis distance value exceeded 26.12 was outlier. The results of outlier's detection were shown in Table 4.2.

Table 4. 2

Detection of Outliers

Number	Observation cases	Mahalanobis d2
1	102	65.71257
2	211	38.39981
3	65	34.42093
4	122	32.33193
5	22	31.09563
6	31	29.26013
7	86	27.94988
8	257	27.0719
9	123	26.31859

The Table 4.2 shows that, the nine cases Mahalanobis d2 value were exceeded than 26.12 and identified as outliers. These nine cases were excluded and 277 cases were valid for further analysis.

4.3.3 Normality test

After performing assessment of missing values and detecting the outliers, the normal distribution of the data was tested. For structural equation model and statistical analysis, a key assumption is the data is normally distributed (Hair et al., 2016). There is no assumption is compulsory about data normality in PLS-SEM (Hair et al., 2016; Temme, Kreis, & Hildebrandt, 2010). The PLS-SEM is a non-parametric statistical model although it does not require normal distribution of data but it is important to check the normality of data because extremely non-normality in data can be a problem in parameters assessment and from bootstrapping the standard errors can be inflated (Hair et al., 2016). The present study applied Skewness and Kurtosis statistical method to assessment of the normality of data. According to Tabachnick and Fidell (2013) suggested that, when the sample is more than 200, the deviation from normality of Skewness and Kurtosis normally does not make a

substantive difference. The studies of West et al. (1995) and Curran et al. (1996) stated that the values of Skewness should less than two and values of Kurtosis should less than seven. According to Kline (2011) stated that if the Skewness values greater than three and values of Kurtosis greater than ten indicates the problem in normality of data. In the current study normality of data assessed on the base of West et al. (1995) and Curran et al. (1996) recommendations, all the Skewness and Kurtosis absolute values of all the items were in the acceptable range, which indicated that the normality of data, shown in Table 4.3.

Table 4. 3

Normality Test based on Skewness and Kurtosis Values

		Statistic	Std. Error
EBL	Skewness	-.496	.146
	Kurtosis	-.688	.292
EE	Skewness	-.921	.146
	Kurtosis	.376	.292
TD	Skewness	-.315	.146
	Kurtosis	-.367	.292
EBR	Skewness	-.664	.146
	Kurtosis	.541	.292
WLB	Skewness	-.314	.146
	Kurtosis	-.590	.292
OC	Skewness	-.515	.146
	Kurtosis	-.341	.292
CSR	Skewness	-.688	.146
	Kurtosis	.151	.292
CB	Skewness	-.062	.146

DIV	Kurtosis	-1.054	.292
	Skewness	-.730	.146
	Kurtosis	.141	.292

Table 4.3 shows that values of skewness of all variables were less than two and kurtosis value of all variables were less than seven, which indicated that the data was normally distributed.

4.4 Respondents' Profile

After the assessment of missing data and outliers' detection, 277 cases were used for further analysis. Table 4.4 exhibits the demographic profile of respondents in term of gender, age, job position, monthly income, education and job tenure. The table 4.4 shows that majority respondents were male (55.2%) and 44.8% participants were female. In terms of age, the majority (67.1%) were 26 years to 35 years 8.3% were under 25 years age, 19.9% were belongs to 36 years to 45 years age group, 4% respondents were 46 years to 55 years and only 2 participants (0.7%) were belongs to 56 years and above age group. With respect to job Position 184 (66.4%) respondents were lecturers, 82 (29.6%) were Assistant professor, 10 (3.6%) respondents were Associate Professor and only 1(0.4%) respondent was Professor. In term of monthly income, 119 (43%) were earning less than 50000 PKR, 102 (36.8%) were earning between 51000 to 100000 PKR and only 56 (20.2%) were earning above than 100000 PKR. In term of education, 42 (15.2%) respondents were Masters Education level, 179 (64.6%) had MPhil/MS and 56 (20.2%) respondents were PhD education. With respect to job tenure, 239 (86.2%) were permanent employees and 38(13.7%) employees were visiting.

Table 4. 4

Summary of Respondents' Demography

Characteristics	Frequency	Percentages
Gender		
Male	153	55.2
Female	124	44.8
Age		
Under 25 years	23	8.3
26 to 35 years	186	67.1
36 to 45 years	55	19.9
46 to 55 years	11	4.0
Above 56 years	2	0.7
Job Position		
Lecturer	184	66.4
Assistant Professor	82	29.6
Associate Professor	10	3.6
Professor	1	0.4
Monthly income		
Less than 50000 PKR	119	43
51000 to 100000 PKR	102	36.8
Above than 100000 PKR	56	20.2
Education		
Masters	42	15.2
MPhil/MS	179	64.6
PhD	56	20.2
Job tenure		
Permanent	239	86.2
Visiting	38	13.7

4.5 Data analysis and Results

In this section the factor analysis results were reported. As previously stated in third chapter, all items used in this present study were adapted from existing literature. Thus the current study evaluates the reliability and validity of measures of the construct. Therefore CFA (Confirmatory Factor Analysis) performed because the present study interested in conforming the scales used and not developing the new items or scales of construct (Gerbing & Anderson, 1988; Kline, 2015; Tojib, Sugianto & Sendjaya, 2008). Then after the confirmatory assessment of measure's

reliability and validity, the structural or inner models were assessed and examined the relationships between the latent variables. The present study used PLS-SEM to evaluate the measurement (outer) models and structural (inner) models. Before performing the PLS-SEM analysis its must to configure the model, the indicators should be clearly explained that which have formative or reflective scale. It is essential to configure the model because the testing for reflective measurement is different to testing formative measurement in measurement model (Hair et al., 2016; Lowry & Gaskin, 2014). In the present study all the indicators of exogenous and endogenous variables are reflective measurement.

4.5.1 Measurement model

The assessment of measurement model (outer model) is the first step in PLS-SEM analysis. The outer model determines the indicators (items) theoretically loaded and associate with the construct. The outer model measurement basically confirms that the items used in the survey to measure the construct were reliable and valid. According to the studies of Hair et al., (2016) and Ramayah, Lee, & In, (2011) stated that in PLS-SEM, the two main criteria namely reliability and validity are used to evaluate the measurement (outer) model. The relationship among the exogenous and endogenous variables (inner or structural model) basically depends on reliability and validity of the indicators (items).

The assessment of suitability of measurement (outer) model can be analysing by observing (1) construct reliability and composite reliability (CR) which is used to analyse internal consistency reliability (2) average variance extracted (AVE) which is used for convergent validity of the indicators with individual constructs and (3) Fornell-Larcker criterion and the indicator's outer loadings used for discriminant

validity. To measure the internal consistency the traditional criterion is Cronbach's alpha, which based on the inter correlations of the observed indicator variables which provides the reliability of construct (Hair et al., 2016). The limitation of Cronbach's alpha is that, it assumes that all measures (indicators) are equally reliable and on the construct all indicators have equal outer loadings but in the PLS-SEM all indicators prioritized according to their individual reliability (Hair et al., 2016). The Cronbach's alpha is considered as conservative measurement on internal consistency reliability due to its sensitivity to the number items in the scale. The composite reliability (CR) assumes as more appropriate as compare to Cronbach's alpha to measure of internal consistency reliability (Hair et al., 2017). Therefore in present study composite reliability (CR) examined for assessment of internal consistency reliability. The study of Hair, Black, Babin & Anderson (2017) stated that the values of Composite reliability (CR) varies between 0 and 1; the value less than 0.60 should not be considerable, the value between the 0.60 and 0.70 represents the average internal consistency reliability while the value above than 0.70 considered as satisfactory and the more adequate value is between 0.70 and 0.95, value above than 0.95 is not desirable because it indicates that all the indicators of constructs are measure the same phenomenon and are not considered as valid measure of the construct. The values of Cronbach's alpha are relatively low than the values of composite reliability (Hair et al., 2016). Therefore, in the current study the all values of Cronbach's alpha and composite reliability (CR) of the all constructs were observed. Thus, in the present study all values of Cronbach's alpha were between 0.843 and 0.933, and all values of CR were between 0.888 and 0.947 which indicates the reliability of measurement (outer) model is more adequate. The details are shown as in Table 4.5.

The next step is to examine the convergent validity; it explains the level of positively correlation among the measures or indicators of the same variable or constructs (Hair et al., 2016). Researchers considered the average variance extracted (AVE) and indicators outer loading to evaluate the convergent validity of reflective construct (Hair et al., 2016). The threshold value of AVE is 0.50 and above, which indicates the adequate convergent validity or in other words, half of the variance of indicators explained by latent construct (Hair et al., 2017). Conversely, the value of AVE less than 0.50 which means that, more variance remains in the error of the items than in the variance explained by the construct (Hair et al., 2016). The standardized outer loading value should be 0.708 or above is considered as satisfactory, generally those scales or indicators should be removed which have outer loading between 0.40 and 0.70 (Hair et al., 2017). Basically the higher outer loadings indicate the commonality among the items or indicators of the construct, it's also called indicator reliability (Hair et al., 2017). Hence, in the present study, the convergent validity assessed by the examining the AVE values and outer loadings. The results reveals that the all values of AVE of all constructs were higher than 0.50 and outer loadings were also higher than 0.708, shown in Table 4.5. So it can be observed that, the convergent validity is established.

Table 4. 5

Loadings, Reliability and Convergent Validity Values

Variables	Items	Loadings	Cronbach's Alpha	CR	AVE
Compensation & Benefits	CB1	0.872	0.856	0.902	0.698
	CB2	0.736			
	CB3	0.883			
	CB4	0.844			
Corporate Social Responsibility	CSR1	0.840	0.886	0.917	0.687
	CSR2	0.852			
	CSR3	0.815			
	CSR4	0.818			

	CSR5	0.819			
Diversity	DIV1	0.826	0.899	0.926	0.713
	DIV2	0.865			
	DIV3	0.884			
	DIV4	0.822			
	DIV5	0.825			
Employee Brand Loyalty	EBL1	0.857	0.925	0.944	0.770
	EBL2	0.894			
	EBL3	0.906			
	EBL4	0.917			
	EBL5	0.810			
Employer Brand Reputation	EBR1	0.743	0.918	0.934	0.670
	EBR2	0.836			
	EBR3	0.800			
	EBR4	0.844			
	EBR5	0.830			
	EBR6	0.877			
	EBR7	0.791			
Employee Engagement	EE1	0.885	0.933	0.947	0.749
	EE2	0.901			
	EE3	0.825			
	EE4	0.850			
	EE5	0.892			
	EE6	0.837			
Organization Culture	OC1	0.813	0.889	0.919	0.694
	OC2	0.876			
	OC3	0.761			
	OC4	0.825			
	OC5	0.885			
Training & Development	TD1	0.812	0.895	0.920	0.659
	TD2	0.867			
	TD3	0.742			
	TD4	0.850			
	TD5	0.862			
	TD6	0.728			
Work Life Balance	WLB1	0.827	0.843	0.888	0.615
	WLB2	0.764			
	WLB3	0.810			
	WLB4	0.761			
	WLB5	0.754			

The discriminant validity is basically explains that which extent a construct is distinct from the other constructs by empirical standards (Hair et al., 2017). In other words, the indicators of construct which theoretically distinct to other constructs are

also distinct by empirical standards (Hair et al., 2016). The established discriminant validity means that a construct captures the phenomena is distinct from other constructs in the same model. Generally, there is two main approaches were frequently used to examine the discriminant validity whether it is established or not. First approach is to examine the cross loadings of indicators or outer loadings of construct should be higher than outer loadings of other constructs (Hair et al., 2017). The cross loadings higher then indicators outer loading reveals that discriminant validity problem. Thus in the current study results indicates that discriminant validity is established because there is no any cross loading of other constructs were higher than indicators outer loading of construct, results shown in Table 4.6.



UUM
Universiti Utara Malaysia

Table 4. 6

Factor Loading and Cross Loading

	CB	CSR	DIV	EBL	EBR	EE	OC	TD	WLB
CB1	0.872	0.615	0.590	0.627	0.612	0.534	0.647	0.569	0.670
CB2	0.736	0.394	0.339	0.412	0.416	0.286	0.467	0.435	0.483
CB3	0.883	0.563	0.524	0.596	0.573	0.502	0.620	0.522	0.589
CB4	0.844	0.475	0.440	0.528	0.526	0.424	0.574	0.535	0.606
CSR1	0.561	0.840	0.624	0.617	0.692	0.595	0.681	0.573	0.614
CSR2	0.516	0.852	0.667	0.656	0.667	0.624	0.676	0.567	0.585
CSR3	0.506	0.815	0.638	0.593	0.652	0.597	0.660	0.521	0.532
CSR4	0.430	0.818	0.587	0.580	0.584	0.552	0.606	0.475	0.450
CSR5	0.573	0.819	0.637	0.610	0.662	0.548	0.688	0.584	0.597
DIV1	0.514	0.595	0.826	0.603	0.580	0.553	0.573	0.411	0.515
DIV2	0.457	0.650	0.865	0.633	0.624	0.649	0.603	0.498	0.533
DIV3	0.520	0.679	0.884	0.664	0.675	0.657	0.704	0.543	0.614
DIV4	0.446	0.604	0.822	0.552	0.593	0.571	0.596	0.466	0.514
DIV5	0.512	0.677	0.825	0.648	0.639	0.679	0.722	0.536	0.602
EBL1	0.533	0.681	0.675	0.857	0.725	0.799	0.704	0.535	0.614
EBL2	0.582	0.708	0.688	0.894	0.754	0.773	0.740	0.579	0.646
EBL3	0.603	0.646	0.656	0.906	0.680	0.701	0.703	0.577	0.659
EBL4	0.598	0.659	0.678	0.917	0.671	0.750	0.745	0.540	0.659
EBL5	0.577	0.528	0.518	0.810	0.550	0.619	0.635	0.493	0.584
EBR1	0.482	0.571	0.534	0.522	0.743	0.450	0.523	0.520	0.528
EBR2	0.552	0.633	0.590	0.614	0.836	0.540	0.653	0.589	0.646
EBR3	0.562	0.646	0.574	0.606	0.800	0.542	0.667	0.672	0.617
EBR4	0.565	0.643	0.577	0.630	0.844	0.563	0.641	0.588	0.578
EBR5	0.474	0.620	0.607	0.615	0.830	0.614	0.630	0.478	0.549
EBR6	0.560	0.702	0.713	0.786	0.877	0.769	0.766	0.637	0.691
EBR7	0.505	0.676	0.608	0.617	0.791	0.626	0.697	0.580	0.594
EE1	0.515	0.647	0.702	0.751	0.677	0.885	0.734	0.544	0.592

EE2	0.498	0.655	0.725	0.751	0.656	0.901	0.728	0.506	0.571
EE3	0.389	0.559	0.556	0.671	0.608	0.825	0.632	0.478	0.499
EE4	0.459	0.587	0.590	0.703	0.594	0.850	0.641	0.478	0.511
EE5	0.507	0.605	0.657	0.764	0.625	0.892	0.696	0.515	0.594
EE6	0.413	0.599	0.595	0.683	0.619	0.837	0.618	0.493	0.504
OC1	0.650	0.612	0.605	0.673	0.662	0.656	0.813	0.578	0.701
OC2	0.561	0.713	0.698	0.743	0.724	0.704	0.876	0.592	0.696
OC3	0.525	0.612	0.541	0.546	0.653	0.544	0.761	0.555	0.519
OC4	0.511	0.657	0.681	0.665	0.622	0.669	0.825	0.526	0.582
OC5	0.660	0.731	0.633	0.709	0.698	0.669	0.885	0.644	0.678
TD1	0.423	0.540	0.468	0.445	0.559	0.468	0.528	0.812	0.496
TD2	0.452	0.542	0.437	0.468	0.561	0.464	0.551	0.867	0.504
TD3	0.400	0.474	0.507	0.499	0.547	0.484	0.515	0.742	0.500
TD4	0.564	0.559	0.530	0.578	0.620	0.483	0.619	0.850	0.596
TD5	0.571	0.590	0.504	0.564	0.634	0.518	0.625	0.862	0.575
TD6	0.607	0.486	0.380	0.452	0.523	0.401	0.531	0.728	0.531
WLB1	0.592	0.516	0.473	0.583	0.594	0.510	0.611	0.553	0.827
WLB2	0.560	0.438	0.439	0.499	0.497	0.438	0.576	0.471	0.764
WLB3	0.608	0.502	0.478	0.533	0.528	0.431	0.563	0.502	0.810
WLB4	0.522	0.564	0.561	0.577	0.628	0.538	0.580	0.534	0.761
WLB5	0.502	0.589	0.613	0.615	0.619	0.538	0.659	0.514	0.754

The second approach commonly used for assessment of discriminant validity is Fornell-Larcker criterion. In this approach, it compares the AVE values square root with the correlations of latent variable (Hair et al., 2016). Therefore, the AVE values square root of construct should be higher than its correlation with any other construct in the model (Hair et al., 2016; Henseler et al., 2009). Hence, in the present study according to Fornell-Larcker criterion, the square root of AVE value of construct is greater than highest correlation with any other constructs, so it's concluded that the discriminant validity has established, results shown in Table 4.7.

Table 4. 7

Discriminant Validity (Fornell-Larcker criterion)

Variables	CB	CSR	DIV	EBL	EBR	EE	OC	TD	WLB
CB	0.836								
CSR	0.624	0.829							
DIV	0.581	0.761	0.845						
EBL	0.658	0.738	0.736	0.878					
EBR	0.645	0.786	0.739	0.775	0.818				
EE	0.538	0.704	0.740	0.834	0.728	0.865			
OC	0.698	0.800	0.761	0.806	0.806	0.782	0.833		
TD	0.620	0.657	0.584	0.622	0.710	0.581	0.695	0.812	
WLB	0.709	0.672	0.660	0.721	0.737	0.632	0.767	0.660	0.784

The all results of measurement or outer model assessment were satisfactory and good which allows moving for second step, inner or structural model evaluation. In measurement models there is no any indicator and construct were eliminated due to adequate results.

Figure 4. 1 Measurement Model

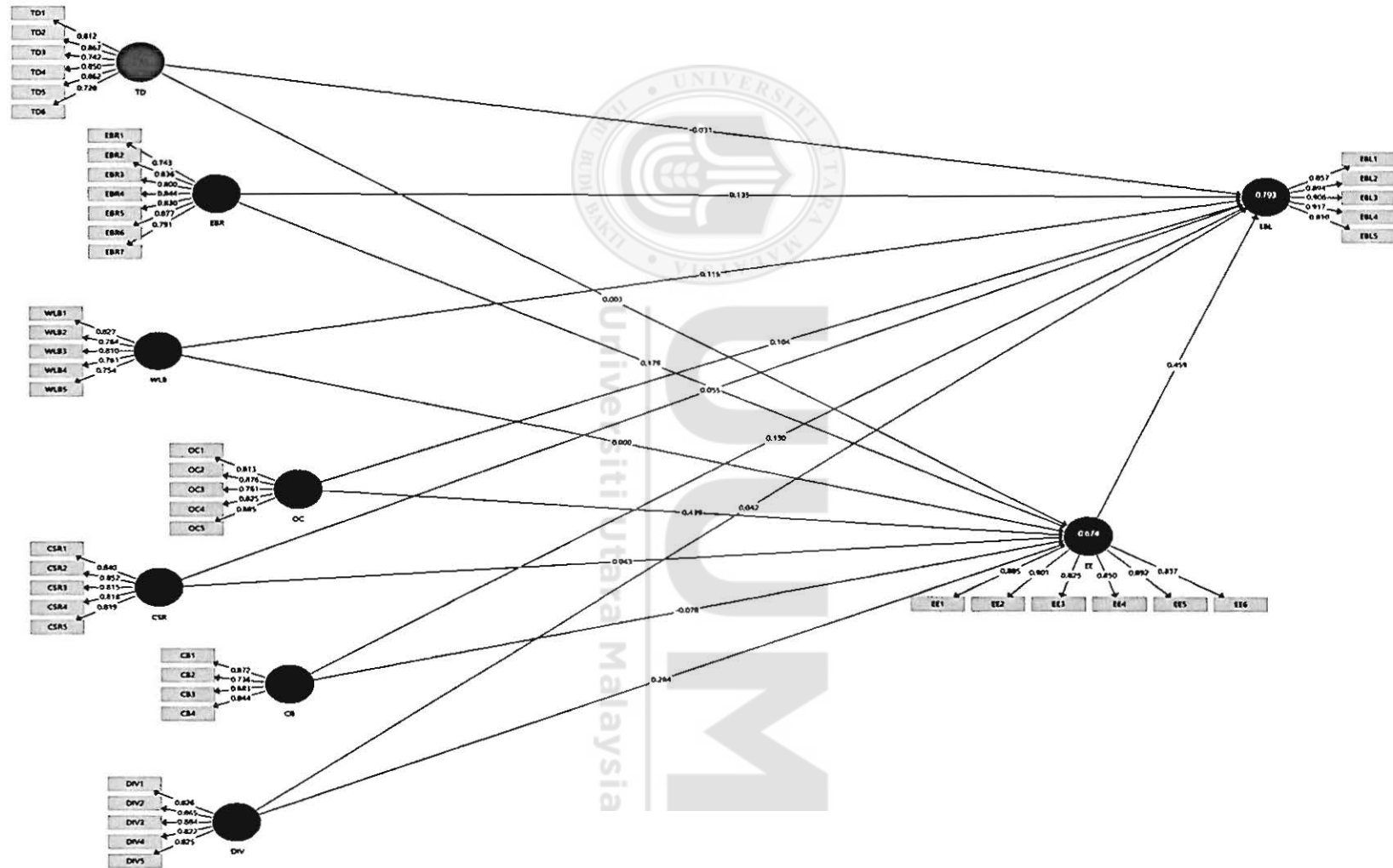


Figure 4.1 shows the all results of measurement or outer model assessment which were satisfactory and good which allows moving for second step, inner or structural model evaluation.

4.5.2 Structural Model

After assessment of outer or measurement model, the next step is evaluation of inner or structural model. The structural model evaluation involves the examining the predictive capabilities of the model and the relationships among the all constructs of the model (Hair et al. 2017). The first step in structural model evaluation is to examine the collinearity (Hair et al. 2017). The high multicollinearity problems cause the higher standard errors. Therefore, the collinearity examined by observing the Variance Inflation Factors (VIF) values. There are different thumb rules but commonly used by researchers is the value of VIF 10 and above represents the perfect multicollinearity problem (Akinwande, Dikko & Samson, 2015; Hair et al., 2011; O'Brien, 2007; Henseler et al., 2016). According to the study of Hair et al., (2017) stated that the VIF value above than 5 represents the start of multicollinerity. Therefore, in the current study collinearity examined by observing the value of VIF, so the VIF values were below the 10, hence it's concluded that no multicollinarity problem is observed. The results were shown in the Table 4.8.

Table 4. 8
Multicollinearity Test based on VIF Values

	EBL
CB	2.381
CSR	3.698
DIV	3.203
EBR	4.129
EE	3.064
OC	5.250
TD	2.373
WLB	3.112

The Table 4.8 shows that the VIF values of all variables is less than five but the VIF value of one independent variable named as organizational culture is little bit high than five. According to the study of Akinwande, Dikko and Samson (2015) stated that, a little bit multicollinearity is not a huge problem.

After the evaluation of collinearity, the next step was the assessment of structural or inner model. In the PLS-SEM, the key criteria for structural model assessment is the significance of the path coefficients, coefficient of determination (R^2), assessment of effect size (f^2) and assessment of predictive relevance (Q^2) (Henseler et al., 2016; Hair et al., 2017).

4.5.2.1 Direct relationships

In this present study, the structural or inner model evaluations were started with the assessment of direct relationship between exogenous and endogenous variables. The path coefficients were evaluated through PLS-SEM Algorithm and significance of relationships between dependent and independent or exogenous and endogenous variables were examined through PLS-SEM bootstrapping process in the Smart PLS 3.0 statistical software. The original numbers of cases in the model were used as the number of cases and as for bootstrapping samples, 5000 were used (Hair et al., 2017; Hair et al., 2016; Henseler et al., 2016).

The first part of inner model evaluation focused on the examining the direct relationship between the dependent variable (employee brand loyalty) and independent variables (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensation and benefits) posited hypotheses H1a to H7a. Then, the direct

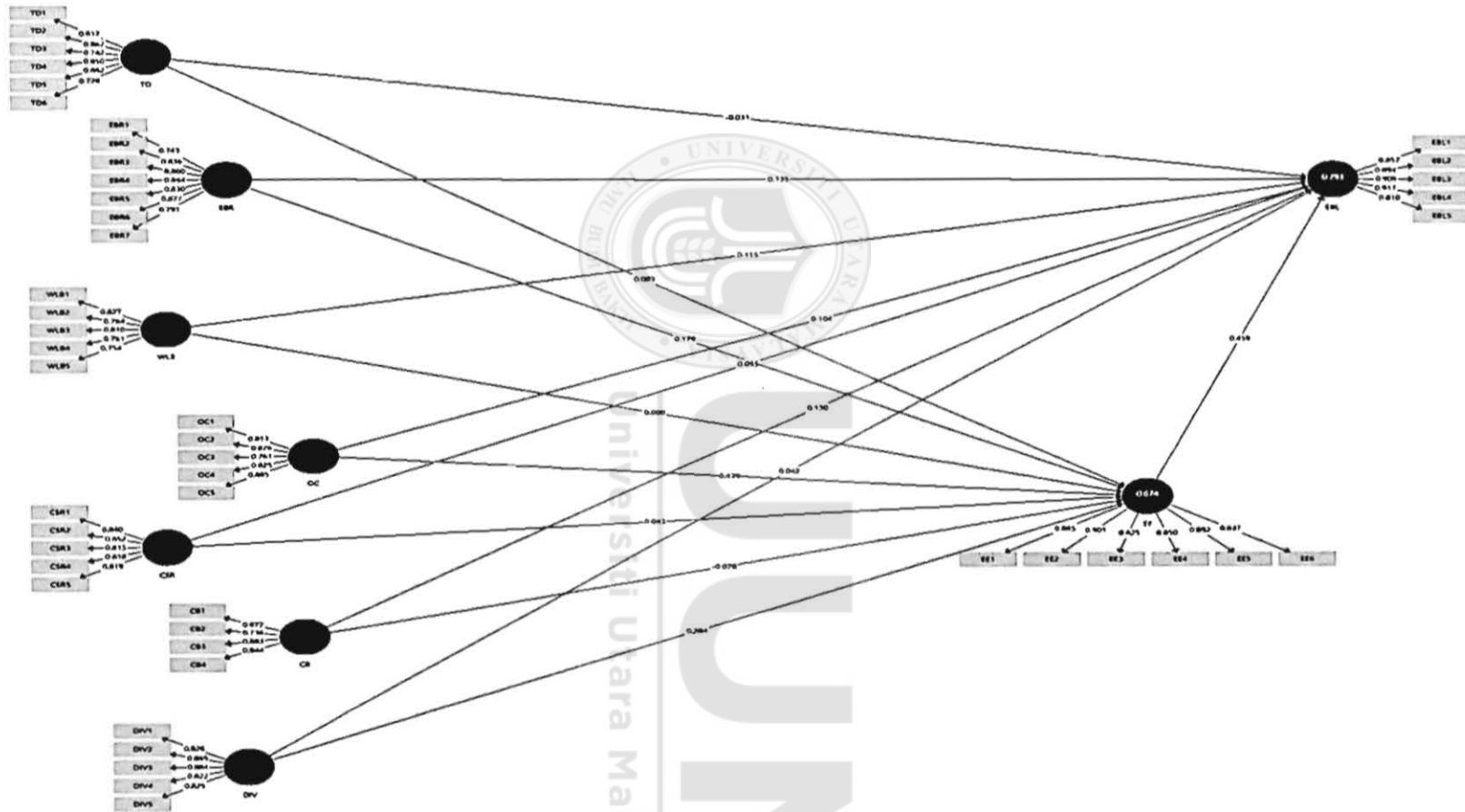
relationship between independent variables (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensation and benefits) and mediating variable (employee engagement) were examined by testing hypotheses H1b to H7b. Additionally, the direct relationship between mediating variable (employee engagement) and dependent variable (employee brand loyalty) were examined by testing hypothesis H8.

In the second part of evaluation, the mediation analysis were examined between independent variables (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensation and benefits) and dependent variable (employee brand loyalty), employee engagement as mediating variable, hypotheses H1c to H7c were tested.



UUM
Universiti Utara Malaysia

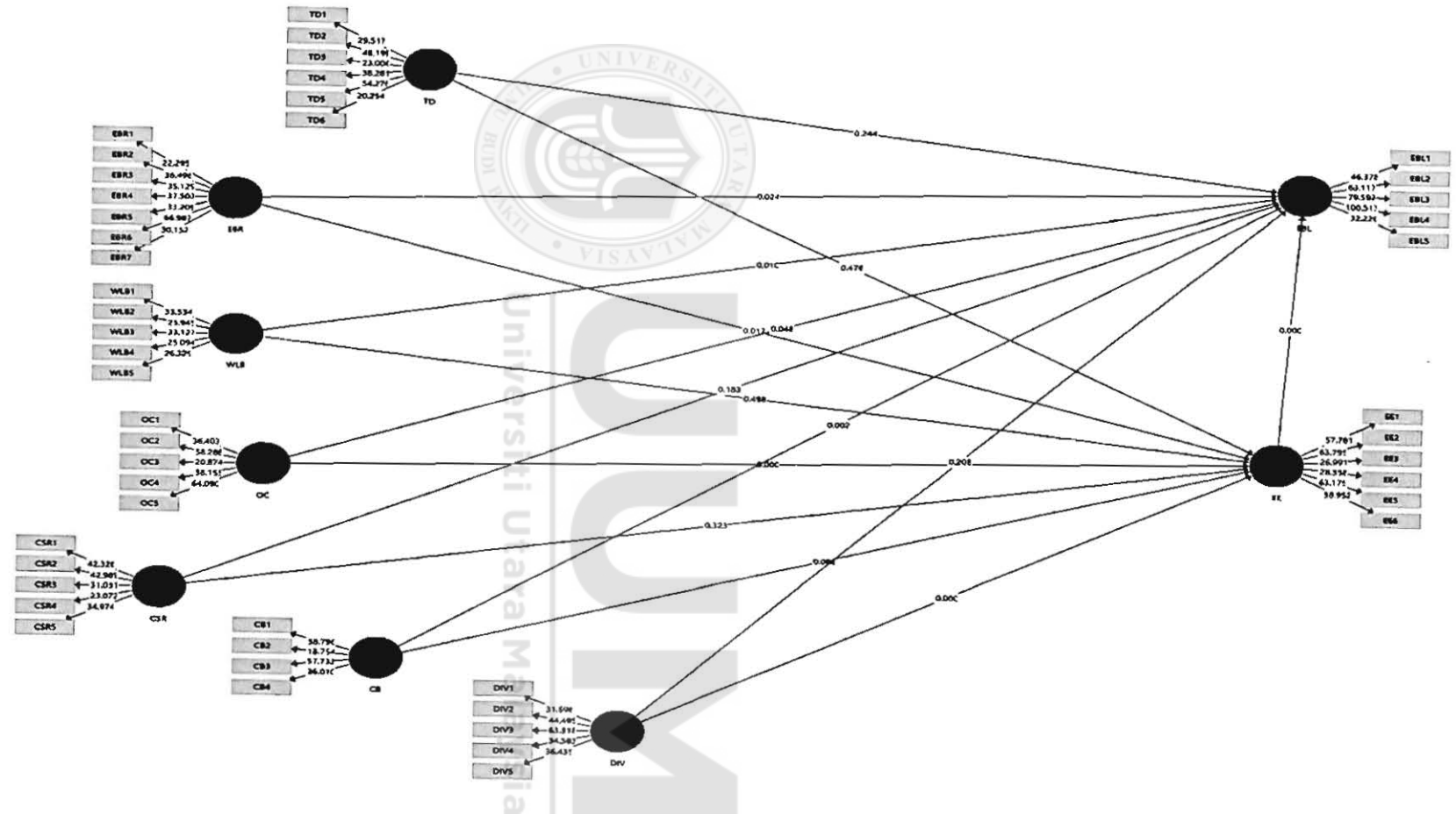
Figure 4.2 PLS Algorithm Direct Relationship



The Figure 4.2 based on PLS Algorithm which shows the hypothesized relationships (path coefficient) among the all constructs in the model.



Figure 4. 3 PLS-SEM Bootstrapping Direct relationship



Based on bootstrapping results, Figure 4.3 shows the direct relationships between independent variables with mediating variable, independent variables with dependent variable and mediating variable with dependent variable. Table 4.8 shows the hypothesized relationships (path coefficients) the standard values between -1 and $+1$, these values may be smaller or larger but generally fall in these bounds (Hair et al., 2017), t-statistics (t-value), and significance (p-value), standard error (S.E), and confidence interval bias. And lastly whether hypothesis supported or not supported also shown in the Table 4.9.

Table 4. 9
Results of Hypotheses Testing (Direct Relationships)

No.	Hypothesis/Path	β	S.E	t-values	Sig.	LLCI 5%	ULCI 95%	Decision
1	H1a: TD \rightarrow EBL	-0.032	0.045	0.694	0.244	-0.105	0.041	Not Supported
2	H2a: EBR \rightarrow EBL	0.136	0.069	1.973	0.024	0.023	0.248	Supported
3	H3a: WLB \rightarrow EBL	0.115	0.050	2.310	0.010	0.030	0.193	Supported
4	H4a: DIV \rightarrow EBL	0.040	0.052	0.815	0.208	-0.044	0.128	Not Supported
5	H5a: OC \rightarrow EBL	0.104	0.062	1.666	0.048	-0.002	0.204	Supported
6	H6a: CSR \rightarrow EBL	0.054	0.060	0.904	0.183	-0.044	0.155	Not Supported
7	H7a: CB \rightarrow EBL	0.132	0.045	2.903	0.002	0.056	0.203	Supported
8	H1b: TD \rightarrow EE	0.003	0.052	0.061	0.476	-0.084	0.087	Not Supported
9	H2b: EBR \rightarrow EE	0.178	0.084	2.122	0.017	0.048	0.320	Supported
10	H3b: WLB \rightarrow EE	0.001	0.068	0.006	0.498	-0.112	0.112	Not Supported
11	H4b: DIV \rightarrow EE	0.285	0.079	3.596	0.000	0.150	0.411	Supported
12	H5b: OC \rightarrow EE	0.437	0.077	5.666	0.000	0.313	0.563	Supported
13	H6b: CSR \rightarrow EE	0.043	0.093	0.459	0.323	-0.113	0.200	Not Supported
14	H7b: CB \rightarrow EE	-0.075	0.058	1.352	0.088	-0.174	0.015	Not Supported
15	H8: EE \rightarrow EBL	0.461	0.058	7.924	0.000	0.363	0.554	Supported

Hypotheses H1a to H7a were examined the direct relationship between independent and dependent variables. The hypotheses from H1b to H7b evaluated the direct relationship between independent and mediating variables. Furthermore, the direct relationship between mediating variable and dependent variable were examined by

testing hypothesis H8. While interpreting the path model results, the t values and p values used to test the significance of relationship of all structural or inner models (Hair et al., 2017; Henseler et al., 2016). When the t-values and p-values are larger than critical value, it's concluded that statistically coefficient is significant. The bootstrapping for direct relationship evaluation is usually on one tailed test (Henseler et al., 2016). Generally, the critical values used for on tailed test are t-value = 1.28 at significance level = 10%, t-value = 1.65 at significance level = 5%, and t-value = 2.33 at significance level = 1%, commonly in marketing research the significance level of 5% is assumes but ultimately it depends upon the objective and field of study (Hair et al., 2017; Henseler et al., 2016). Therefore, in the present study assumes a significance level of 5%, so the p-value should be less than 0.05 to conclude that significant relationship and t-value must be larger than 1.65 at significance level = 5%.

The results shown in Table 4.9, which reveals that, there is no significant relationship between training and development (TD) and employee brand loyalty (EBL), hence hypothesis H1a was not supported. There is significant relationship between employer brand reputations (EBR) and employee brand loyalty (EBL), so hypothesis H2a were supported. The hypothesis H3a also supported because results shows relationship between work-life balance (WLB) and employee brand loyalty (EBL). There is no significant relationship of diversity (DIV) and corporate social responsibility (CSR) with employee brand loyalty (EBL), hence hypothesis H4a and H6a were not supported. The organization culture (OC) and compensation and benefits (CB) have significant relationship with employee brand loyalty (EBL). So hypothesis H5a and H7a were supported. The results show significant relationships of employer brand reputations (EBR), diversity (DIV) and organization culture (OC)

with employee engagement (EE), hence hypotheses, H2b, H4b and H5b were supported. The training and development (TD), work-life balance (WLB), corporate social responsibility (CSR) and compensation and benefits (CB) have no significant direct relationship with employee engagement (EE). Therefore, hypotheses, H1b, H3b, H6b and H7b were not supported. Lastly in this part, the results show a significant relationship between employee engagement (EE) and employee brand loyalty (EBL), hypothesis H8 was supported.

4.5.2.2 Coefficient of Determination (R²)

Usually, the coefficient of determination (R²) is used for evaluation of structural model. It measures the predictive power of the model and calculated as squared correlation between a specific endogenous variable's predicted and actual values (Hair et al., 2017; Henseler et al., 2016). Basically, the coefficient represents the combined effects of exogenous constructs on the endogenous construct (Hair et al., 2017). In other words, the coefficient explained the total amount of variance in the endogenous variables due to exogenous variables which linked to it (Hair et al., 2017; Sarstedt, Ringle, Henseler, & Hair, 2014). The value of R² ranges from 0 to 1, the higher values represents the high predictive accuracy. Whereas the values of R², 0.25, 0.50, 0.75 or above indicates the weak, moderate and strong respectively, while researchers expect the much high values of R² such as 0.75 and above (Hair et al., 2017; Henseler et al., 2016). Hence the value of the coefficient of determination (R²) of current study structural model shown in Table 4.10.

Table 4. 10

Endogenous variable Coefficient of Determination

Latent Variable Path	Variance explained R ²
EE	0.674
EBL	0.793

The results indicates that the seven exogenous variables, training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and Compensation and benefits (CB) combined together in the model and explained 67.4% variance in employee engagement (mediating variable), which is considered as moderate. While the value of R^2 indicates that the all eight exogenous variables explains 79.3% variance in the endogenous or dependent variable employee brand loyalty (EBL), according to the studies of Hair et al., (2017) and Henseler et al., (2016) which is much high. Therefore, it is concluded that the current study structural model has substantial predictive validity.

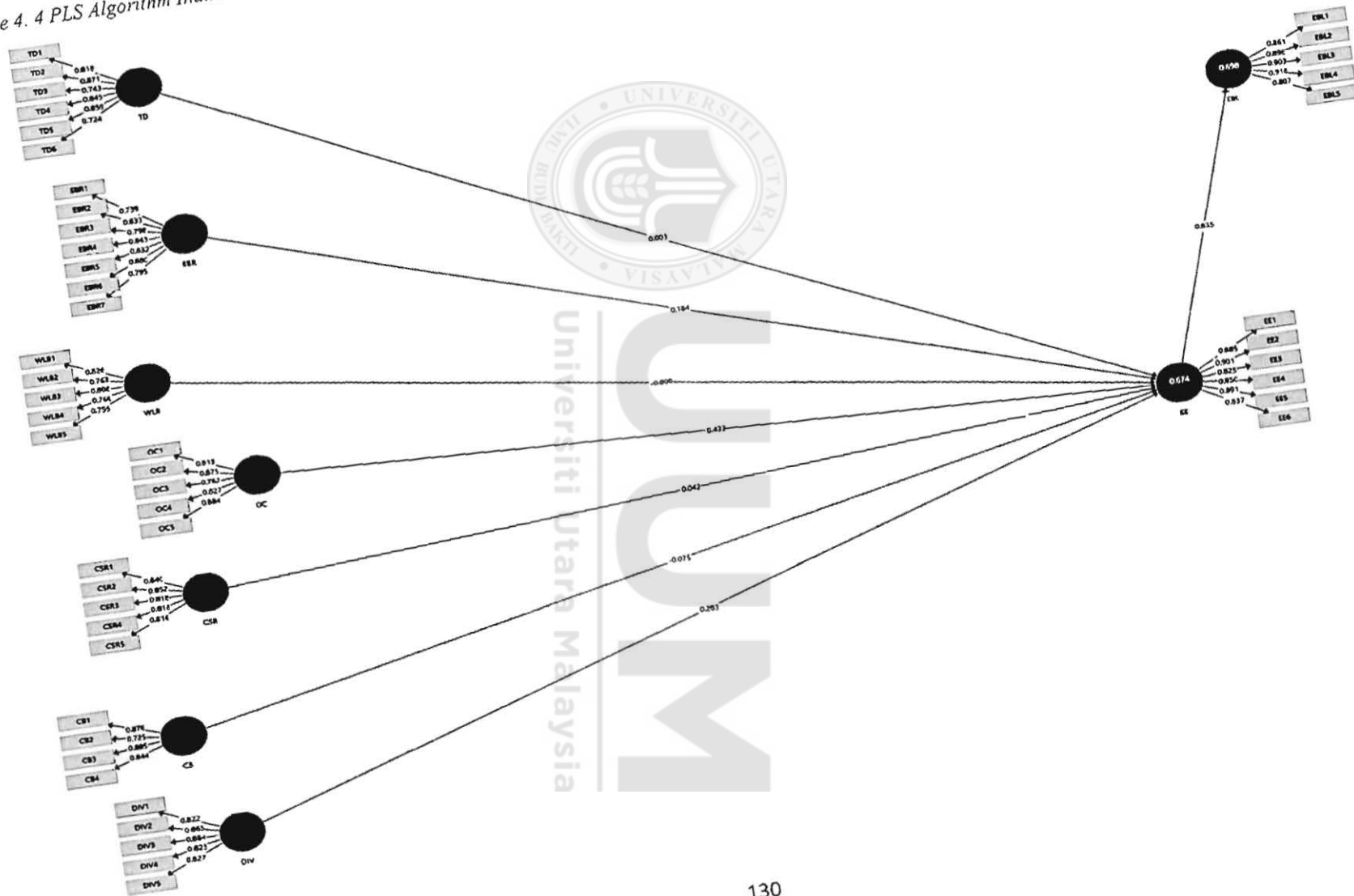
4.5.2.3 Mediation test

The present study used PLS-SEM to evaluate the mediating effect of employee engagement (EE) between employer branding practices (namely training and development (TD), employee brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB) and employee brand loyalty (EBL). To evaluating the mediation effect few approaches were used. Firstly, the traditional Baron and Kenny (1986) approach many researchers still draw upon since it was introduced before three decades. This mediation effect approach requires achieving a significant path. When a certain significant path is met, the ascertained variables are considered as mediators. The second approach is bootstrapping method. However, most recent researches heavily criticized on this approach on multiple grounds by arguing conceptual and methodological problems (Hayes, 2013; Hair et al., 2017; Preacher & Hayes, 2008). According to the study of Preacher and Hayes (2008), observed several approaches for mediation effect evaluation which include: Serial approach or

causal steps strategy (Hoyle & Robinson, 2004), which also refers Baron and Kenny four conditions. Other approaches include Sobel test or product of coefficient method (Sobel, 1982). In the Sobel test approach the direct relationship between the independent constructs and the dependent constructs compares with the indirect relationship between the independent and dependent constructs that includes the mediation construct (Helm et al., 2010). The Sobel test lacks statistical power when sample size is small and it requires for the test statistics, unstandardized path coefficients as input (Hair et al., 2017; Klarner et al., 2013; Preacher & Hayes, 2008). The most recent approach used for mediation effect evaluation especially in PLS-SEM is bootstrapping (Hayes, 2009; Hayes, 2013; Hair et al., 2017; Henseler et al., 2016; Preacher & Hayes, 2008).

There are no assumptions about the shape of the constructs; sampling distribution can apply on small sample size with more confidence, also have higher level of statistical power while bootstrapping the indirect effects (Hair et al., 2017). Hence bootstrapping seems much suitable for the PLS-SEM method which can be implemented in the software SmartPLS 3.0 (Hair et al., 2017). Therefore, the present study employed bootstrapping on 277 cases and 5000 sub samples to evaluate mediation effect. The figure 4.3 shows PLS-SEM Algorithm of indirect relationship and figure 4.4 shows PLS-SEM bootstrapping of indirect relationship. There were seven hypotheses from H1c to H7c which postulates the mediation effect of employee engagement between independent and dependent variables. The results were shown in Table 4.11.

Figure 4. PLS Algorithm Indirect Relationship



The Figure 4.4 based on PLS Algorithm which shows the hypothesized indirect relationships (path coefficient) among the independent variables with dependent variable through mediation variable (employee engagement) in the structural model.



Figure 4. 5 PLS-SEM Bootstrapping Indirect relationship

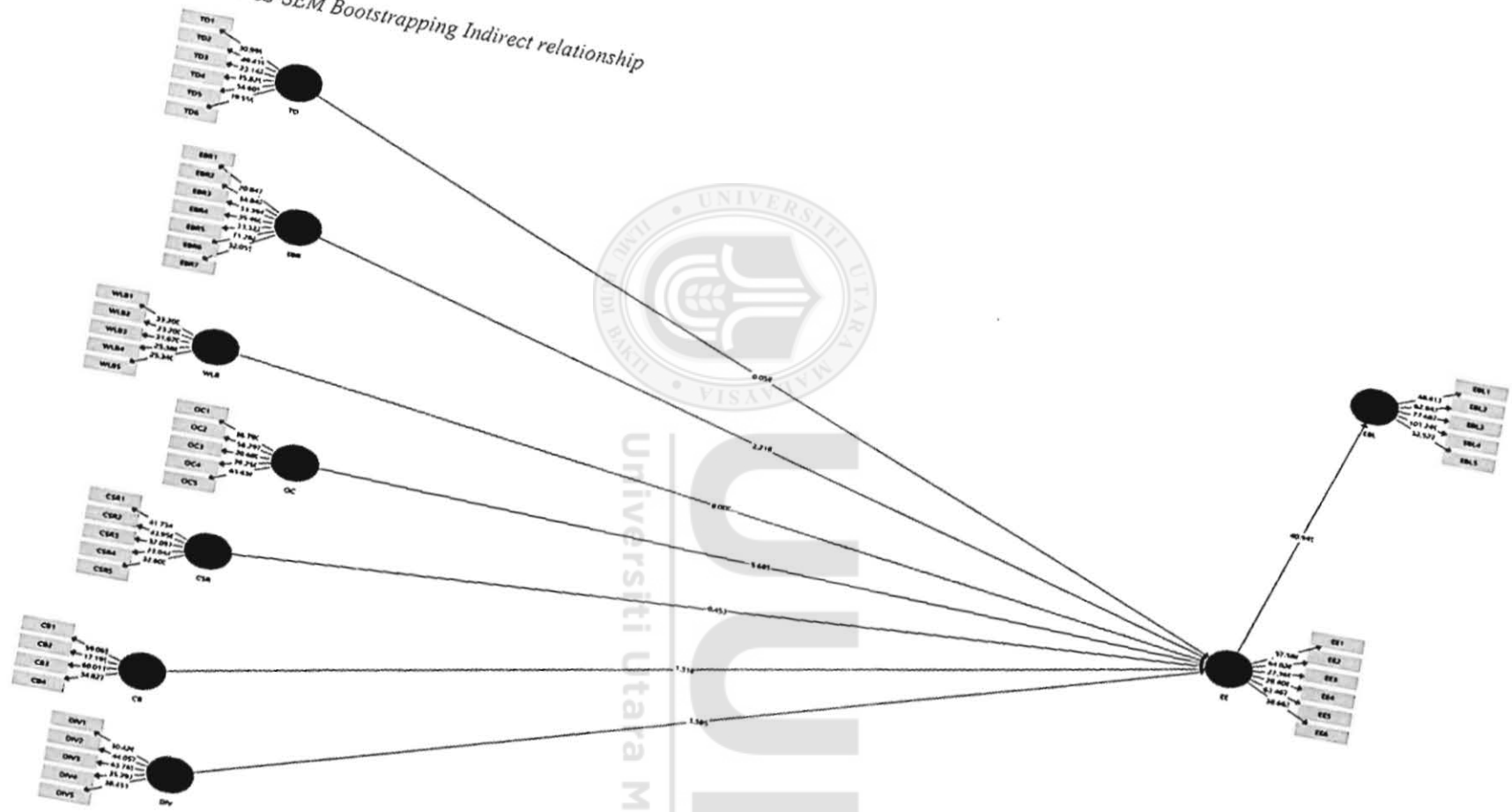


Figure 4.5 shows the indirect relationship, the employee engagement (EE) mediates between employer brand reputation (EBR) and employee brand loyalty, diversity (DIV) and employee brand loyalty and between organization culture (OC) and employee brand loyalty.

Table 4. 11
Results of Mediation Test

No.	Hypothesis/Path	β	S.E	t-values	Sig.	LLCI 2.5%	ULCI 97.5%	Decision
16	H1c: TD → EE → EBL	0.001	0.044	0.058	0.953	-0.084	0.087	Not Supported
17	H2c: EBR → EE → EBL	0.153	0.069	2.248	0.025	0.025	0.295	Supported
18	H3c: WLB → EE → EBL	0.002	0.056	0.000	1.000	-0.113	0.108	Not Supported
19	H4c: DIV →EE → EBL	0.238	0.067	3.549	0.000	0.104	0.367	Supported
20	H5c: OC →EE → EBL	0.359	0.063	5.726	0.000	0.237	0.485	Supported
21	H6c: CSR → EE → EBL	0.037	0.078	0.452	0.651	-0.120	0.186	Not Supported
22	H7c: CB → EE → EBL	-0.060	0.047	1.322	0.186	-0.159	0.026	Not Supported

Furthermore, the Table 4.11 illustrates that employee engagement (EE) mediates between employer brand reputation (EBR) and employee brand loyalty (EBL) ($\beta=0.153$; t-value= 2.248; p-value= 0.025); between diversity (DIV) and employee brand loyalty (EBL) ($\beta= 0.238$; t-value= 3.549; p-value= 0.000) and between organization culture (OC) and employee brand loyalty (EBL) ($\beta= 0.359$; t-value= 5.726; p-value= 0.000). Hence, the three hypotheses H2c, H4c and H5c were supported.

4.5.2.4 Assessment of Effect Size (f^2)

Additionally, the assessment the effect size f^2 considered as complementary to evaluate the coefficient of determination of the endogenous variables. The change in the value of R^2 , when omit a specified exogenous variable from the model to evaluate whether the exogenous variable which is omitted has a substantive impact on the endogenous variable (Hair et al., 2017; Sarstedt, Ringle, Henseler, & Hair, 2014). For effect size assessment the values of f^2 , 0.02, 0.15 and 0.35 represents the small, medium and large effects of exogenous variables (Cohen, 1998; Hair et al., 2017). Therefore, the results of effect size of exogenous variables used in present study model were shown in Table 4.12.

Table 4. 12

Effect Size (f^2)

No.	Hypothesis/Path	f^2	Effect
1	H1a: TD \rightarrow EBL	0.002	No effect
2	H2a: EBR \rightarrow EBL	0.021	Small
3	H3a: WLB \rightarrow EBL	0.021	Small
4	H4a: DIV \rightarrow EBL	0.003	No effect
5	H5a: OC \rightarrow EBL	0.010	No effect
6	H6a: CSR \rightarrow EBL	0.004	No effect
7	H7a: CB \rightarrow EBL	0.034	Small
8	H1b: TD \rightarrow EE	0.000	No effect
9	H2b: EBR \rightarrow EE	0.024	Small
10	H3b: WLB \rightarrow EE	0.000	No effect
11	H4b: DIV \rightarrow EE	0.083	Small
12	H5b: OC \rightarrow EE	0.127	Small
13	H6b: CSR \rightarrow EE	0.002	No effect
14	H7b: CB \rightarrow EE	0.008	No effect
15	H8: EE \rightarrow EBL	0.332	Medium

Table 4.12 shows the results of effect size, the f^2 value of employee engagement (EE) on employee brand loyalty (EBL) is 0.332 which shows that its medium effect. The

f^2 values of employer brand loyalty (EBR), work life balance (WLB) and compensation and benefits (CB) represent the small effect on employee brand loyalty (EBL).

4.5.2.5 Assessment of Predictive Relevance (Q^2)

The another assessment used to evaluate inner or structural model is the predictive relevance of the model, which can be examined by Stone-Geisser’s Q^2 value (Geisser, 1974; Stone, 1974; Hair et al., 2017; Henseler et al., 2016). Hence, in the present study Stone-Geisser test was used to assess the Q^2 value, through blindfolding procedure to obtain the cross-validated redundancy measure for endogenous variable (Hair et al., 2017). The values of Q^2 greater than 0 for particular reflective endogenous variable, indicates the predictive relevance of path model for a specific endogenous variable.

Table 4. 13

<i>Predictive relevance Q^2</i>			
Constructs	SSO	SSE	1-SSE/SSO
EBL	1,385.00	600.35	0.567
EE	1,662.00	886.44	0.467

Table 4.13 shows the present study results of Stone-Geisser test. The Q^2 values of endogenous variables, employee engagement (EE) a mediating variable and employee brand loyalty (EBL) a dependent variable were higher than zero; hence it is concluded that the inner model has predictive relevance.

4.6 Conclusion

This chapter presents the empirical results of present study based on the data collected from academic staff of private sector of higher educational institutions located in Punjab Province of Pakistan. Based on the results obtained from the PLS-SEM analysis of direct and indirect relationship among the construct in the model, Table 4.14 summarizes the results of all hypotheses whether supported or not supported. The findings show that eleven hypotheses were supported out of twenty two hypotheses; the remaining hypotheses did not receive empirical support.

Table 4. 14
Summary of Hypotheses testing

No.	Hypothesis	Statement	Decision
1	H1a	Training and development have significant relationship with employee brand loyalty	Not Supported
2	H2a	Employer brand reputation has significant relationship with employee brand loyalty	Supported
3	H3a	Work life balance has significant relationship with employee brand loyalty	Supported
4	H4a	Diversity has significant relationship with employee brand loyalty	Not Supported
5	H5a	Organizational culture has significant relationship with employee brand loyalty	Supported
6	H6a	Corporate social responsibility has significant relationship with employee brand loyalty	Not Supported
7	H7a	Compensation and benefits have significant relationship with employee brand loyalty	Supported
8	H1b	Training and development have significant relationship with employee engagement	Not Supported
9	H2b	Employer brand reputation has significant relationship with employee engagement	Supported
10	H3b	Work life balance has significant relationship with employee engagement	Not Supported
11	H4b	Diversity has significant relationship with employee engagement	Supported
12	H5b	Organizational culture has significant relationship with employee engagement	Supported
13	H6b	Corporate social responsibility has significant relationship with employee engagement	Not Supported
14	H7b	Compensation and benefits have significant relationship	Not Supported

		with employee engagement	
15	H8	Employee engagement has positive relationship with employee brand loyalty	Supported
16	H1c	Employee engagement mediates between training and development and employee brand loyalty	Not Supported
17	H2c	Employee engagement mediates between employer brand reputation and employee brand loyalty	Supported
18	H3c	Employee engagement mediates between work life balance and employee brand loyalty	Not Supported
19	H4c	Employee engagement mediates between diversity and employee brand loyalty	Supported
20	H5c	Employee engagement mediates between organizational culture and employee brand loyalty	Supported
21	H6c	Employee engagement mediates between corporate social responsibility and employee brand loyalty	Not Supported
22	H7c	Employee engagement mediates between compensation and benefits and employee brand loyalty	Not Supported



UUM
Universiti Utara Malaysia

CHAPTER 5

DISCUSSION OF RESULTS AND CONCLUSIONS

5.1 Introduction

The final chapter focuses on discussions based on findings of the research. This chapter starts with a summary of the findings based on the problem statement, objectives, research questions, hypotheses and review of literature. This chapter also provides contributions (both theoretical and practical) of this research, its limitations and future research directions.

5.2 Recapitulation of the study's findings

The current study was designed to determine the impact of employer branding practices namely Training and Development (TD), Employer Brand Reputation (EBR), Work Life Balance (WLB), Organization Culture (OC), Diversity (DIV), Corporate Social Responsibility (CSR) and Compensation and Benefits (CB). This research studied Direct Impact on Employee Brand Loyalty (EBL) as well as indirect impact on Employee Brand Loyalty through the mediation of Employee Engagement. The findings of the research revealed that eleven out of twenty two hypotheses were supported. Fifteen hypotheses tested the direct relationship between independent variables and the dependent variable, between independent variables and the mediating variable and the mediating variable with the dependent variable. Eight out of these fifteen hypotheses were found to be supporting the arguments of the study. It means that variables like employer brand reputation (EBR), work life balance (WLB), organization culture (OC) and compensation and benefits (CB) were

found to have a direct positive significant relationship with employee brand loyalty (EBL); to have a direct significant positive relationship between employer brand reputation (EBR), diversity (DIV), organization culture (OC) and employee engagement (EE); and the mediating variable (employee engagement) also having a direct significant positive relationship with the dependent variable (employee brand loyalty). The three out of remaining seven hypotheses of mediation were also found to be supported. The mediation role of employee engagement (EE) between employer brand reputation (EBR), diversity (DIV), organization culture (OC) and dependent variable (employee brand loyalty) also received empirical support.

5.2.1 Discussion of findings

This section presents discussions on findings of the present study based on research objectives and research questions and in the light of relevant theories, opinions of the respondents and the findings of previous similar studies. The subheadings of this section are structured according to the research questions and objectives. Hence, this sections begins with the discussion on the relationship between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensation and benefits) and employee brand loyalty, followed by a discussion on the relationship between employer branding practices and employee engagement and relationship between employee engagement with employee brand loyalty and lastly, a discussion on the mediating role of employee engagement between employer branding practices and employee brand loyalty.

5.2.1.1 Employer branding practices and employee brand loyalty

The present study posits the employees' perception that employer branding practices offered by their existing employer brand and practiced in organizations (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensation and benefits) positively influence the employee's brand loyalty. All the seven dimensions of employer brand as mentioned earlier namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB), can be attributed economic, functional and psychological benefits of employer brand proposed by Ambler and Barrow (1996). According to an underpinning theory, the psychological contract theory, employees promise loyalty to their employer in exchange of offerings from employer (Hendry & Jenkins, 1997).

There are four types of psychological contracts: transactional, relational, balanced and transitional contracts (Robinson, Kraatz & Rousseau, 1994). The transactional contracts refer to the economic and monetary exchange (Thompson & Bunderson, 2003) while the relational contracts refer to socio emotional mutual exchanges; the transitional contracts are basically short term with no guaranteed contract nor any explicit demands of incentives and performances; balanced contracts contains features of both transactional and relational contracts (Miles, 2012). The economic benefits provided by employer brand to employees represent the transactional contracts, psychological benefits represent the relational contracts while functional benefits from employer brand reflect the relational contracts which influence the employees attitude (employee engagement) and behaviour (employee brand loyalty).

In the present study, training and development (TD) and corporate social responsibility (CSR) represent functional benefits, employer brand reputation (EBR), work life balance (WLB), organization culture (OC), and diversity (DIV) represent the psychological benefits and compensation and benefits (CB) represent economic benefits, as perceived by employees and provided by employer brand. To align with first research objective and to answer the first research question, seven hypotheses were proposed. The following sub section discusses the hypotheses results based on the each objective of the study.

5.2.1.1.1 Relationship between TD, EBR, WLB, DIV, OC, CSR and CB with employee brand loyalty (EBL)

To answer the first research question, aligned with first objective of study seven hypotheses (H1a to H7a) were proposed to examine the significant positive relationship between employer branding practices (training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB) and employee brand loyalty. The following are the results of each hypothesis.

5.2.1.1.1.1 Relationship between training and development (TD) and employee brand loyalty (EBL)

The first hypothesis (H1a) posited to find out the relationship between training and development with employee brand loyalty since several previous studies had confirmed a positive and significant relationship between the two variables. Empirical investigations of the present study reveal that training and development has no significant relationship with employee brand loyalty, since the path coefficient did not support this hypothesis. This finding is not consistent with

previous studies (Lee et al., 2014; Narteha & Odoom, 2015; Papasolomou & Vrontis, 2006a; Punjaisri & Wilson, 2011; Thuy Vi, Tuong Vi & Quang, 2018; Uzair, Razzaq, Sarfraz & Nisar, 2017), that have confirmed a direct, significant and positive relationship between training and development and employee brand loyalty. In the context of the present study, a possible explanation of such a finding contrary to the previous studies could be that training and development makes a significant impact on employees in their role behaviour to perform the job. Lee et al (2014) and Punjaisri and Wilson (2011), for instance, though called training and development as internal branding practice which has significant relationship with employee brand loyalty but they found out that training and development does not influence employees' role behaviour to perform the job nor does it help in retaining employees by developing their loyalty.

Another probable reason of such a result is that private higher educational institutions do not invest on training and development of their academic employees. The mean score in the findings of this study was less than average which indicates that respondents do not perceive training and development as influential on loyalty behaviour. The results of the current study also reveal that economic and psychological benefits perceived by employees make an impact significantly on employee brand loyalty behaviour as compared to functional benefits (training and development). Therefore, employees' perceived training and development benefits from employer brand do not significantly affect the employees brand loyalty behaviour. According to underpinning theory and psychological contract theory, employees would promise loyalty to the employer in exchange of offerings from employer (Hendry & Jenkins, 1997). The employer brand can offer functional, economic, and psychological benefits to employees which can influence employees'

loyalty behaviour in return. Training and development representing employer branding though is not a strong predictor of employees' brand loyalty, as revealed in previous research; but the current research fills up this gap as it has examined its impact on employees brand loyalty in private higher educational institutions in Pakistan. The reason of such a positive impact is due to the presence of low employee brand loyalty dominant in Pakistan's private higher educational institutions.

5.2.1.1.1.2 Relationship between employer brand reputation (EBR) and employee brand loyalty (EBL)

The second hypothesis (H2a) posited to find a significant positive relationship between employer brand reputation and employee brand loyalty. Findings of this research reveal that employer brand reputation has a significant and positive relationship with employee brand loyalty. The path coefficient of employer brand reputation was found significantly influencing employee brand loyalty. The current study therefore stands as an empirical evidence of the significance of employer brand reputation to employee brand loyalty. These findings are consistent with previous studies in the domain of employer branding literature (Bartels et al., 2007; Cable and Graham, 2000; Cable and Turban, 2003; Gehrels & Looij, 2011; Helm, 2011; Lemmink, Schuijf and Streukens, 2003; Niehoff, 2004; Smidts, Pruyn & van Riel, 2001; Tanwar & Prasad, 2016) where employer brand reputation has a direct significant positive effect on employee based outcomes, including their loyalty. The employer brand reputation perceived by employees pertains to the employee's understanding about the perception that other external stakeholders have for their employer brand (Helm, 2011). Sutherland et al., (2002) stated that the reputation helps an employer to become the employer of choice. The present study also reveals

the fact that employer brand reputation is a key antecedent of employee brand loyalty. Since the present research is aligned with psychological contract theory, employer brand reputation encompasses those psychological benefits that are offered by the employer brand to employees. This not only reflects the relational contracts between employee and employer but also provides the evidence of employees' loyalty to employer brand as an exchange for psychological benefits offered by the employer brand. Hence the present study has provided empirical evidence to validate the underpinning psychological contract theory.

These findings are also perhaps as a result of respondents' background, a majority of whom (66.4%) are lecturers and at the initial stage of their career. At this level, employees generally develop a sense of pride or belonging to the employer brand as it has given them a social reputation, makes them motivated, engaged and ensure loyal to the employer brand. Their family, friends and colleagues also perceive a positive image of the employer brand and find it a great place to work or employer of choice. The mean score of all the items of employer brand reputation are found to be above average, which suggests employees' loyalty and intention to stay with their employer brand.

These findings suggest that in order to maintain the reputation, employer brands should endeavour to communicate a positive and favourable reputation as employer of choice and to maximize the social status of employees in employment market. The present research study has thus filled up the gap in employer branding literature by examining the employer brand reputation as employer brand dimension affecting employees brand loyalty in private sector higher educational institutions in Pakistan.

5.2.1.1.1.3 Relationship between work life balance (WLB) and employee brand loyalty (EBL)

The third hypothesis (H3a) posited a significant relationship between work life balance and employee brand loyalty. Interestingly, the path coefficient of work life balance was found exerting a significant influence on employee brand loyalty. This can be considered as the empirical evidence of the importance of work life balance to employee brand loyalty. This findings is also consistent with that of previous studies, which stated a direct significant positive effect of work life balance on employee based outcomes such as employee satisfaction (Rani, Kamalanabban, Mariappan, 2011; Tanwar & Prasad, 2016) and employee loyalty (Baral & Bhargava, 2010; Beauregard, Lesley & Henry, 2009; Chimote & Srivastava, 2013; Roehling, Roehling & Moen, 2001) etc.

Work life balance strategies are an integral part of employer brand (Barrow & Mosley, 2011; Hillebrandt & Ivens, 2013; Tanwar & Prasad, 2017). Tanwar and Prasad (2016) state that employer brand image can be enhanced by making working hours flexible, providing parental leaves, offering work from home opportunity, and so on. A proper work life balance influences employees' outcomes in the of employee satisfaction, employee loyalty and intention to stay with organization. The present study also posits work life balance as a key antecedent of employee brand loyalty. Since the present research is aligned with psychological contract theory, work life balance represents such psychological benefits that are offered by the employer brand to employees. This not only reflects the relational contracts between employee and employer but also provides the evidence of employees' loyalty to employer brand as an exchange for psychological benefits offered by the employer

brand. Hence the present study has provided empirical evidence to validate the underpinning psychological contract theory.

Moreover, changing demands of work can also directly affect the employees' personal life and their household responsibilities. Although the work burden is seen on both men and women but female employees carry more burden on their shoulders as they must also manage family responsibilities, including taking care of children or aging parents (Abubaker & Christopher Bagley, 2016; Bharathi, Mala & Bhattacharya, 2015; Pahuja, 2016; Tiwari, 2017). In Pakistan's cultural context, there is a strong family structure wherein women have greater family responsibilities. These findings are also perhaps as a result of respondents' background, a majority of whom (n=124; 44.8%) are females. This also suggests that in the context of higher educational institutions, female employees prefer such institutions that provide flexible working hours, parental leaves and the facility to work from home. Such opportunities enable female employees to make a proper work-life balance and fulfil their family responsibilities. Hence, results conclude that employees are loyal with their employer brand provided there are better opportunities to employees to manage their professional and personal life. The present research study has also thus filled up the gap in the employer branding literature by having examined work-life balance as employer brand dimension and its impact on employees' brand loyalty in private higher educational institutions in Pakistan.

5.2.1.1.1.4 Relationship between diversity (DIV) and employee brand loyalty (EBL)

Regarding the hypothesis (H4a), results of the present study reveal no significant relationship between diversity and employee brand loyalty. The empirical investigation carried out in the present study show that diversity has no significant

effect on employee brand loyalty; as the path coefficient did not support this hypothesis. This is contrary to the findings in previous studies which state the direct significant positive effect of diversity on employee based outcomes such as employee satisfaction (Schlager, Bodderas, Maas & Cachelin, 2011; Tanwar & Prasad, 2016). In fact, the socio-cultural variations among employees working together in an organization without any discrimination also influence employee's attitude and behaviour. But diversity seems to have no significant effect on employee brand loyalty, which may be because diversity cannot directly influence loyalty behaviour. It can only influence employees in their attitude towards their job in the form of satisfaction and engagement which can be categorized as loyalty behaviour. The study of Tanwar and Prasad (2016), which supports this argument, state the presence of a significant relationship between diversity and employee job satisfaction leading towards a behavior akin to employee loyalty.

Although in the present study, the direct relationship between diversity and employee brand loyalty is not supported, but results reveal an indirect significant positive relationship between diversity and employee brand loyalty, through a mediating effect of employee engagement. When employees perceive their organization as an interesting place of work, this affects their bear towards their job which suggests that organizations have a socio-cultural and work variation without any gender or cultural discrimination. Nonetheless, the present research study filled up the gap in the employer branding literature by examining the diversity as employer brand dimension, making an effect on employees brand loyalty in private higher educational institutions in Pakistan. This finding also reiterates the fact that low employee brand loyalty is a dominant problem in Pakistan's private higher educational institutions.

5.2.1.1.1.5 Relationship between organizational culture (OC) and employee brand loyalty (EBL)

The fifth hypothesis (H5a) posits a significant positive relationship between organizational culture and employee brand loyalty. In the results of the current study, it was revealed that the path coefficient of organizational culture made a significant influence on employee brand loyalty. Thus, the present study can serve as an empirical evidence of the significance of organizational culture for employee brand loyalty. These findings are consistent with previous studies, which state a direct significant positive effect of organizational culture on employee based outcomes such as employee satisfaction (Bellou, 2010; Bigliardi et al., 2012; Lok & Crawford, 2004; San Park & Hyun Kim, 2009; Tanwar & Prasad, 2016) and employee loyalty (Alimudin, Septiani, Sasono, Wulandari, 2017; Backhaus & Tikoo, 2004; Gifford et al., 2002) etc. A similar study, Odom et al. (1990), opine that organizational culture enhances employee's attitude and behaviour.

Organizations which develop and maintain supportive and productive organizational culture affects employees' behaviour. The employer brands that provide autonomy to their employees, also encourage teamwork and responds to employees' suggestions which enhances employee's commitment, satisfaction, engagement and loyalty for organization's brand. The results of the present study have shown an above average mean score of organizational culture. A possible rationale for such results can be linked to the age of respondents, a majority (67.1%) of whom belong to 26 to 35 years age group. At this age level, employees can be psychologically affected by a cooperative and friendly working environment. Moreover, if institutions provide autonomy to their employees in decision making, encourage team work environment, uses latest technology at work place and responds genuinely to their suggestions, it

influences employees' loyalty with their employer brand. Another rationale of such results is possibly that, in the context of higher educational institutions, (44.8%) respondents were females, who prefer such institutions that provide safe and friendly working environment. Hence, the results prove that employees' loyalty to employer brand is possible only when organizations provide a good organizational culture.

Since the current research is aligned with psychological contract theory, organizational culture represents such psychological benefits that are offered by employer brand to employees. This not only reflects the relational contracts between employee and employer but also provides the evidence of employees' loyalty to employer brand as an exchange for psychological benefits offered by the employer brand.. Hence the present study has provided empirical evidence to validate the underpinning psychological contract theory. This finding has also filled up the gap in employer branding literature by examining organizational culture as a dimension of employer brand that affects employees brand loyalty in private higher educational institutions in Pakistan.

5.2.1.1.1.6 Relationship between corporate social responsibility (CSR) and employee brand loyalty (EBL)

Regarding hypothesis (H6a), the results of the present study do not support the significant relationship between corporate social responsibility and employee brand loyalty. The empirical investigation of the present study reveals that the path coefficient did not support this hypothesis. These findings are inconsistent with those of previous studies which state a direct significant effect of corporate social responsibility on employee based outcomes such as organizational commitment, (ALshbiel & AL-Awawdeh, 2011; Branco & Rodrigues, 2006; Earl, 2004) employee satisfaction (Khan, Sarwar & Khan, 2018; Tanwar & Prasad, 2016;

Zhu, Hang, Liu & Lai, 2012), employee loyalty, (Branco & Rodrigues, 2006; Edmans, 2012; Moir, 2001; Melewar, Foroudi, Gupta, Kitchen & Foroudi, 2017) and employee engagement (Saks, 2006).

A plausible explanation of these findings is that CSR may attract prospective employees to join an organization but it does not significantly influence existing employees' behaviour. The study of Kim and Park (2011) has provided evidence of employees' preference for such organizations that are actively engaged in CSR and provide an ethical working environment. CSR activities can enhance an organization's brand image and reputation which positively affects organization's performance. In the context of Pakistan's private higher educational institutions, institutions are seen engaged in such CSR activities like giving adequate contributions to charities, behaving responsibly towards an environment, and so on. This attribute was also found to be enhancing and influencing the reputation of only the prospective employees but not that of the existing employees' behaviour. Specifically in the context of Pakistan's private higher educational institutions, the economic background of respondents shows that they were earning low monthly incomes. This reveals that economic and psychological benefits, as perceived by employees, affect significantly employee brand loyalty behaviour as compared to functional benefits (e.g. corporate social responsibility). According to the underpinning psychological contract theory, employees promise loyalty to the employer in exchange of offerings (functional, economic, and psychological) from the employer (Hendry & Jenkins, 1997). If the employer brand offers them functional, economic, and psychological benefits, it can influence employees' loyalty behaviour in return. Thus, corporate social responsibility is found not to be a strong predictor of employees brand loyalty. Hence, the present research study has filled up

the gap in the employer branding literature by examining corporate social responsibility as employer brand dimension, making an effect on employees brand loyalty in private higher educational institutions of Pakistan. This also suggests that there exists the problem of a low but dominant employee brand loyalty in Pakistan's private higher educational institutions.

5.2.1.1.1.7 Relationship between compensation and benefits (CB) and employee brand loyalty (EBL)

The seventh hypothesis (H7a) posited a significant positive relationship between compensation and benefits and employee brand loyalty. Interestingly, the path coefficient of compensation and benefits was found making a significant influence on employee brand loyalty. Thus, the present study has provided the empirical evidence of the significance of compensation and benefits to employee brand loyalty. The present study is also consistent with previous studies, which have stated a direct significant positive effect of compensation and benefits on employee based outcomes such as employee satisfaction (Holston-Okae & Mushi, 2018; Holston-Okae, 2018), employee engagement (Holston-Okae, 2018) and employee loyalty (Sageer, Rafat & Agarwal, 2012).

The results of the present study also reveal that compensation and benefits are a key antecedent of employee brand loyalty. Since the current research is aligned with psychological contract theory, compensation and benefits represents economic benefits offered by employer brand to employees. This also reflects the transactional contracts between employee and employer; whereas employees promise loyalty to the employer brand in exchange of economic and monetary benefits offered by employer brand. The current study has therefore provided empirical evidence to validate the underpinning theory. In the context of Private higher educational

institutions of Pakistan, the descriptive data of the present study also reveal that a majority of respondents 119 (43%) are earning low income, estimating less than 50000 PKR or 413 USD. This suggests that the economic benefits provided by employer brand are perceived by employee as significantly affecting the employee loyalty behaviour.

Specifically in the context of Pakistan's private higher educational institutions, it is observed that any institution that offers economic benefits such as better competitive salary packages, provides overtime, good health benefits and insurance coverage of self and dependents, experiences enhancement of the employee's loyalty behaviour towards its employer brand. Hence, the present research study has filled up the gap in employer branding literature by examining compensation and benefits as employer brand dimension affecting employees brand loyalty in Pakistan's private higher educational institutions, considering the fact that the problem of low employee brand loyalty is dominant in Pakistan's private higher educational institutions. Moreover, results have also revealed that these private higher educational institutions also do not provide economic benefits.

5.2.3 Employer branding practices and employee engagement

The present study posits that employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and Compensation and benefits) as perceived by employees, positively influences the employee's attitude (employee engagement). To align with second research objective and to answer the second research question, seven hypotheses were proposed. The following discusses the hypotheses results based on the each objective of the study.

5.2.3.1 Relationship between TD, EBR, WLB, DIV, OC, CSR and CB with employee engagement (EE)

5.2.3.1.1 Relationship between training and development (TD) and employee engagement (EE)

The hypothesis H1b posited a significant positive relationship between training and development with employee engagement. The previous studies confirms that a positive relationship between training and development with employee engagement. Interestingly, the empirical investigation of the present study reveals that the training and development has no significant effect on employee engagement, the path coefficient had not supported this hypothesis. The findings of the present study is inconsistent with previous studies (Anitha, 2014; Chadha, 2018; Lee et al., 2014; Johnson, Park & Bartlett, 2018), which confirm the direct significant positive relationship of training and development with employee engagement. In the present study, a possible explanation as opposed to the previous studies could be that, the background of respondents. In the current study, the economic background of respondents shown that they were earning low monthly income, 119 (43%) respondents were earning less than 50000 PKR or 413 USD. The results of the current study reveal that the other than functional benefits like psychological benefits perceived by employees effects significantly on employee engaged attitude as compare to functional benefits (training and development). So employees perceived training and development benefit from employer brand is not significantly affect the employee engagement.

According to underpinning theory, psychological contract theory, the employer brand offers functional, economic, and psychological benefits to employees which influence on the employee's attitude which further leads towards loyalty behaviour in

return. Thus, training and development is not strong predictor of employee engagement. However, the present research study filled up the gap in the employer branding literature by examining the training and development as employer brand dimension effect on employee engagement in private higher educational institutions in the Pakistan setting.

5.2.3.1.2 Relationship between employer brand reputation (EBR) and employee engagement (EE)

Regarding hypothesis (H2b), posited a significant positive relationship between employer brand reputation and employee engagement. The employer brand reputation has significant positive relationship with employee engagement; the path coefficient of employer brand reputation was found significant influence on employee engagement. The current study provides the empirical evidence of the importance of employer brand reputation to employee engagement; therefore, the present study is consistent with previous studies with in the employer branding literature (Ali & Ali, 2011; Helm, 2011; Lemmink, Schuijf and Streukens, 2003; Niehoff, 2004; Smidts, Pruyn & van Riel, 2001; Tanwar & Prasad, 2016) where reputation of employer brand has direct significant positive effect on employee based outcomes. The reputation of employer brand perceived by employees pertains the employee's understandings about how others external stakeholders have perception about their employer brand (Helm, 2011). The present research is aligned with psychological contract theory; employer brand reputation represents the psychological benefits offered by employer brand to employees which reflect the relational contracts between employee and employer; whereas employer brand offers psychological benefits to employees which influence on the employee's attitude

which further leads towards loyalty behaviour in return. Hence the present study provided empirical evidence to validate the underpinning theory.

A possible description of such results could be that, the employees can feel sense of pride to belonging with employer brand which have positive social reputation, employees are motivated, engaged and loyal with their employer brand when their family, friends and colleagues perceived positive image of their employer brand. Thus, the employer brands should endeavour to communicate the positive favourable reputation as employer of choice to maximize the social status in employment market. However, the present research study filled up the gap in the employer branding literature by examining the employer brand reputation as employer brand dimension effect on employee engagement in private sector higher educational institutions in the Pakistan setting.

5.2.3.1.3 Relationship between work life balance (WLB) and employee engagement (EE)

The hypothesis H3b, posited a significant positive relationship between work life balance and employee engagement. Surprisingly, the empirical investigation of the present study reveals that the work life balance has non-significant relationship with employee engagement; the path coefficient had not supported this hypothesis. This opposes the previous studies which stated the significant positive relationship between work life balance and employee engagement (Cain, Busser & Kang, 2017; Cahill et al., 2015; Iqbal, Zia-ud-Din, Arif, Raza & ishtiaq, 2017; Munn, 2013; Panda & Sahoo, 2017; Rothbard, 2001; Shah, Mohd & Khairudin, 2018; Shankar & Bhatnagar, 2010; Susi & Jawaharrani, 2011; Ugargol & Patrick, 2018).

Interestingly, the results of present study were supported by the results of the study of Parkes and Langford (2008), which found very small positive correlation between work life balance and employee engagement. According to the study of Parkes and Langford (2008), stated that sometimes engaged employees sacrifice work life balance when organization offers supportive environment and other high benefits. But in the present study results reveal that the work life balance directly affects the loyalty behaviour of employees with employer brand.

While the work burden on both men and women but still female employees have more burden on their shoulders with respect to manage family responsibilities, its more demanding if they have taking care of children or aging parents (Abubaker & Christopher Bagley, 2016; Bharathi, Mala & Bhattacharya, 2015; Pahuja, 2016; Tiwari, 2017). In the context of Pakistani culture, there is strong family structure women have more family responsibilities. A possible explanation as opposed to the previous studies could be that, the work life balance directly significant influence on employee's loyalty behaviour. The existing employees prefer to stay for long term with those organizations which provide flexible working hours. But current study findings reveal that it has not significantly affect employee's in role behaviour like engaged attitude. The descriptive data reveals that the employee's perception other than work life balance, the other psychological benefits provided by employer brand significantly affects the employee's attitude (employee engagement). Nonetheless, the present research study filled up the gap in the employer branding literature by examining the work life balance as employer brand dimension effect on employee engagement in private higher educational institutions in the Pakistan setting.

5.2.3.1.4 Relationship between diversity (DIV) and employee engagement (EE)

Regarding the hypothesis (H4b), the results of the present study reveal that the path coefficient of diversity (DIV) was found significant influence on employee engagement. Thus, the present study provides the empirical evidence of the importance of diversity to employee engagement; therefore, the present study is consistent with previous studies, which also stated the direct significant positive effect of diversity on based outcomes such as employee engagement (Downey, Werff, Thomas & Plaut, 2014; Jones & Harter, 2005), employee satisfaction (Schlager et al., 2011; Tanwar & Prasad, 2016).

The present research is aligned with psychological contract theory; diversity represents the psychological benefits offered by employer brand to employees which reflect the relational contracts between employee and employer; whereas employer brand offers psychological benefits to employees that influence on the employee's engaged attitude which further leads towards loyalty behaviour in return. Hence the present study provided empirical evidence to validate the underpinning theory. A possible description of such results could be that, the background of respondents. According to age, the majority respondents (67.1%) were young who belongs to 26 to 35 years age group. At that level employees are motivated, engaged and loyal with that employer brand which provides socio cultural diversity, variety of work activities and equal rights for men and women. In the present study (44.8%) respondents were females, in the context of higher educational institutions; the female employees prefer those institutions which provide safe working environment without any type of gender discrimination. The cultural and work variations influence the employees in role job attitude like satisfaction and engagement which further leads towards loyalty behaviour. The study of Tanwar and Prasad (2016)

stated the significant relationship between diversity and employee job satisfaction which further leads towards employee loyalty behaviour. The employee's perceive that organization as interesting place of work and it affects employee job in role behaviour which has socio-cultural and work variations without any gender or cultural discrimination. However, the present research study filled up the gap in the employer branding literature by examining the diversity as employer brand dimension effect on employee engagement in private sector higher educational institutions in the Pakistan setting.

5.2.3.1.5 Relationship between organizational culture (OC) and employee engagement (EE)

The hypothesis (H5b) posited a significant positive relationship between organizational culture and employee engagement. The results reveal that the path coefficient of organizational culture was found significant influence on employee engagement. Thus, the present study provides the empirical evidence of the importance of organizational culture to employee engagement; therefore, the present study is consistent with previous studies, which stated the direct significant positive effect of organizational culture on employee engagement (Albrecht, Breidahl & Marty, 2018; Al Mattar & Faisal, 2014; Al Shehri, McLaughlin, Al-Ashaab & Hamad, 2017; Lockwood, 2007; McBain, 2007; Robinson et al., 2004; Suharti & Suliyanto, 2012; Shuck, 2010). According to the study of Odom et al., (1990) stated that, the organizational culture enhances the employee's attitude and behaviour. The results of the present study reveal that the organizational culture as a key antecedent of employee engagement. The current research is aligned with psychological contract theory; organizational culture represents the psychological benefits offered by employer brand to employees which reflect the relational contracts between

employee and employer; whereas employer brand offers psychological benefits to employees that influence on the employee's engaged attitude which further leads towards loyalty behaviour in return. Therefore, the current study provided empirical evidence to validate the underpinning theory.

A possible description of such results could be that, at the initial career level employees psychologically affected by cooperative and friendly working environment, the institutions which provide autonomy to their employees in decision making, encourages team work environment and respond to their suggestions, in response employees engaged with their work, job or organization. Another possible description of such results is that (44.8%) respondents were females, in the context of higher educational institutions; the female employees prefer those institutions which provide safe and friendly working environment. Accordingly the results show that the employees are engaged with their employer brand that provides the better organizational culture. Though, the present research study filled up the gap in the employer branding literature by examining the organizational culture as employer brand dimension effect on employee engagement in private sector higher educational institutions in the Pakistan setting.

5.2.3.1.6 Relationship between corporate social responsibility (CSR) and employee engagement (EE)

Regarding the hypothesis (H6b), the results of the present study does not support the significant relationship between corporate social responsibility and employee engagement. Surprisingly, the empirical investigation of the present study reveals that the path coefficient had not supported this hypothesis. This opposes the previous studies which stated the direct significant positive effect of corporate social responsibility on employee engagement (Ali & Ali, 2011; Dhanesh & Duthler, 2017;

Duthler & Dhanesh, 2018; Glavas & Piderit, 2009; Opoku-Dakwa, Chen & Rupp, 2018; Rupp, Shao, Skarlicki, Paddock, Kim & Nadisic, 2018; Tsourvakas & fantidou, 2018).

According to underpinning theory, psychological contract theory, the employer brand offers functional, economic, and psychological benefits to employees which influence on the employee's attitude which further leads towards loyalty behaviour in return. The corporate social responsibility represents the functional benefits perceived by employees from employer brand. The results of the current study reveal that the other than functional benefits like psychological benefits perceived by employees effects significantly on employee engagement as compare to functional benefits (training and development and corporate social responsibility). So employees perceived corporate social responsibility benefit from employer brand is not significantly affect the employee's engaged attitude. However, the present research study filled up the gap in the employer branding literature by examining the corporate social responsibility as employer brand dimension effect on employee engagement in private higher educational institutions in the Pakistan setting.

5.2.3.1.7 Relationship between compensation and benefits (CB) and employee engagement (EE)

The hypothesis (H7b) posited a significant positive relationship between compensation and benefits and employee engagement. Surprisingly, the empirical investigation of the present study reveals that the path coefficient had not supported this hypothesis. This opposes the previous studies which stated the direct significant positive effect of compensation and benefits on employee engagement (Bhatnagar, 2007; Saks, 2006; Holston-Okae, 2018; Wamweru & Makokha, 2018). Interestingly, the results of present study were consistent with the results of the studies of

(Abraham, 2012; Anitha, 2014; Shah, Mohd & Khairudin, 2018) which found non-significant relationship between compensation and benefits and employee engagement. The results of present study reveal direct significant positive relationship between compensation and benefits and employee brand loyalty.

The employer brand offers functional, economic, and psychological benefits to employees which influence on the employee's attitude which further leads towards loyalty behaviour in return. According to underpinning theory, the psychological contract theory, the transactional contracts refer to the economic and monetary exchange between employee and employer which affects the employee's attitude (engagement) and behaviour (loyalty). The economic benefits provided by employer brand to employees represent the transactional contracts. The compensations and benefits represent the economic benefits perceived by employees from employer brand. According to the results of present study reveal that the other than economic and functional benefits like psychological benefits perceived by employees effects significantly on employee engaged attitude. So employees perceived compensations and benefits benefit from employer brand is not significantly affect the employee's engaged attitude. However, the present research study filled up the gap in the employer branding literature by examining the compensations and benefits as employer brand dimension effect on employee engagement in private higher educational institutions in the Pakistan setting.

5.2.4 Employee engagement and employee brand loyalty

The eighth hypothesis (H8) posited a significant positive relationship between employee engagement and employee brand loyalty. The results reveal that the path coefficient of employee engagement was found significant influence on employee

brand loyalty. Thus, the present study provides the empirical evidence of the importance of employee engagement to employee brand loyalty; therefore, the present study is consistent with previous studies, which stated the direct significant positive effect of employee engagement on employee brand loyalty (Albrecht, Bakker, Gruman & Saks, 2015; Haid & Sims, 2009; Lee, Kim, & Kim, 2014; Memon, Salleh & Baharom, 2016; Schaufelli & Bakker, 2004; Shuck, 2010; Suharti & Suliyanto, 2012; Vazirani, 2005). The study of Schaufelli and Bakker (2004) stated that engaged employees have strong bounding with organization high level of loyalty with their organization's brand.

According to underpinning theory, psychological contract theory, the offerings (economic, psychological and functional) by the employer, influenced the employee's attitude (engagement) and behaviour (loyalty). Several studies (Balan, 2014; Can & Kaya, 2016; Fazio, Powell & Williams, 1989; Jowkar & Taheri, 2015; King, Fung So & Grace, 2013) stated that attitude (employee engagement) leads towards behaviour (employee brand loyalty). The study of Cahill, McNamara, Catsouphe and Valcour (2015) discussed employee engagement as an employee attitude. The engaged employees promised loyalty to the employer in exchange of economic, psychological and functional offerings from employer. Therefore, the current study provided empirical evidence to validate the underpinning theory. Nonetheless, the present research study filled up the gap in the employer branding literature by examining the significance of relationship between employee engagement and employee brand loyalty in private higher educational institutions in the Pakistan setting. Because the low employee brand loyalty problem is dominant in Pakistan's private sector higher educational institutions. Thus the result of the current study reveals that the engaged employees are more loyal with their employer brand.

Private sector higher educational institutions should explore various employer branding practices to engage their employees because engaged employees have strong sense of loyalty with their employer brand. Also the engaged and loyal employees are critical for profitability and growth of the organization.

5.2.5 The mediating effect of employee engagement on the relationship between employer branding practices and employee brand loyalty

To answer the forth research question, aligned with forth objective of the study is to examine the mediating effect of employee engagement between the relationship of employer branding practices namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB) as perceived by employees with employee brand loyalty (EBL). To answer the last research question of the study, the seven hypotheses (H1c to H7c) were posited to examine the mediating effect and tested by using PLS path modelling through bootstrapping method. According to Preacher and Hayes (2008), the criteria for mediation effect, is the relationship between independent variable to mediating variable and mediating variable to dependent variable. To achieve this objective, seven hypotheses (H1b to H7b) were tested the direct relationship between mediating variable and independent variables (employer branding practices). And one hypothesis (H8) tested the direct relationship between mediating variable (employee engagement) and dependent variable (employee brand loyalty).

5.2.5.1 Employee engagement (EE) mediates between TD, EBR, WLB, DIV, OC, CSR, CB and employee brand loyalty (EBL)

In order to achieve the last objective of the study, the seven hypotheses H1c, H2c, H3c, H4c, H5c, H6c and H7c were posited the mediating effect of employee

engagement (EE) between the positive relationship of employer branding practices namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensation and benefits (CB) as perceived by employees with employee brand loyalty (EBL). The results indicate that the employee engagement (EE) had not mediating role between the relationship of (1) training and development and employee brand loyalty, (2) work life balance and employee brand loyalty, (3) corporate social responsibility and employee brand loyalty and (4) compensation and benefits and employee brand loyalty. Thus the hypotheses H1c, H3c, H6c and H7c were not supported. However, the results were not surprising, because the direct relationship between training and development, work life balance, corporate social responsibility, compensation and benefits and employee engagement were not significant as reported earlier. The path coefficient of work life balance and compensations and benefits was found direct significant positive influence on employee brand loyalty. This means that, the employer branding practices (work life balance and compensations and benefits) as perceived by academic staff of private higher educational institutions directly effects the employee's loyalty behaviour without affecting the employee's attitude (employee engagement).

The present study results reveal that, the employee engagement (EE) mediates between the relationships of (1) employer brand reputation and employee brand loyalty, (2) organizational culture and employee brand loyalty, (3) diversity and employee brand loyalty. Hence, the hypotheses H2c, H4c and H5c were supported. This means that, the employer branding practices (employer brand reputation, organizational culture and diversity) as perceived by employee's effects the employee's loyalty behaviour due to employee's engaged attitude. At the same time,

employer brand reputation and organizational culture also have direct significant effect on employee brand loyalty but diversity effects employee's engaged attitude which further leads towards employee's loyalty behaviour. So it means that diversity has positive significant relationship with employee brand loyalty through employee engagement path. Thus, the findings of current study in line with psychological contract theory, according to the theory, the offerings (economic, psychological and functional) by the employer brand, influenced the employee's attitude (engagement) and behaviour (loyalty). The engaged employees promised loyalty to the employer brand in exchange of economic, psychological and functional offerings from employer. The economic benefits provided by employer brand to employees epitomizes the transactional contracts, psychological benefits represent the relational contracts while functional benefits from employer brand reflects the relational contracts. In the present study, training and development (TD) and corporate social responsibility (CSR) represent functional benefits, employer brand reputation (EBR), work life balance (WLB), organization culture (OC), and diversity (DIV) represents the psychological benefits and compensation and benefits (CB) represent economic benefits as perceived by employees being provided by employer brand.

The findings of the current study reveal that, the functional benefits (training and development and corporate social responsibility) from employer brand as perceived by employees of private higher educational institutions in Pakistan setting were not influences the employee's engaged attitude and loyalty behaviour. The employee's preferences were higher towards economic and psychological benefits provided by employer brand. The economic benefits (compensations and benefits) and psychological benefits (work life balance) directly influenced the employee's loyalty behaviour without effecting employee's attitude. The findings of the present study

divulge that, the psychological benefits (employer brand reputation, organizational culture and diversity) as perceived by employees, influenced the employee's engaged attitude and loyalty behaviour. A plausible explanation for such results could be that, the background of respondents. The descriptive data reveals that, the majority respondents were earning low income and according to age group and career level, majority respondents (67%) were belongs with 26 to 35 year age group at their initial career development stage, 66.4% respondents were lecturers. At that age and career level employees psychologically affected by cooperative, friendly and cultural diversified working environment, employees can feel sense of pride to belonging with employer brand which have positive external reputation, employees are motivated, engaged and loyal with their employer brand when their family, friends and colleagues perceived positive image of their employer brand. Nonetheless, the present research study filled up the gap in the employer branding literature by examining the mediation role of employee engagement between the relationship of employer branding practices (training and development, employer brand reputation, work life balance, organizational culture, diversity, corporate social responsibility and compensation and benefits) as perceived by employees with employee brand loyalty in private higher educational institutions in the Pakistan setting. Because the low employee brand loyalty problem is dominant in Pakistan's private higher educational institutions.

5.3 Theoretical contributions

This study has significant contribution both in theoretical and practical in areas of brand management generally and in employer brand management specifically. From the theoretical perspective, the present study expands the literature on employer

branding practices making an effect on employee's brand loyalty behaviour and mediating role of employee engagement. To the best of researcher's knowledge, there is lack of such studies that can provide empirical evidence on relationship between employer branding practices (namely training and development, employer brand reputation, work life balance, organizational culture, diversity, corporate social responsibility and Compensation and benefits, employee engagement and employee brand loyalty). The current study provides a better understanding of academic staff perception towards employer branding practices in private higher educational institutions of Pakistan. The present study also affirms the utility of psychological contract theory with employer branding literature in context of higher education setting. The study explores the aspects of psychological contract theory in employer branding context. The employer brand offers (economic, psychological and functional) which influence employees' attitude (engagement) and behaviour (loyalty). The engaged employees promise loyalty to employer in exchange of economic, psychological and functional offerings from employer. The findings of the current study reveal that functional benefits (training and development and corporate social responsibility) from employer brand as perceived by employees did not influence the employees' engaged attitude and loyalty behaviour. The employees' preferences were higher towards economic and psychological benefits provided by employer brand. The economic benefits (compensations and benefits) and psychological benefits (work life balance) directly influence the employee's loyalty behaviour without affecting employee's attitude. The findings of the present study divulge that psychological benefits (employer brand reputation, organizational culture and diversity) as perceived by employees, influence employee's engaged

attitude and loyalty behaviour. Hence, the current study provides empirical evidence to validate the underpinning theory.

The prevailing literature on Psychological contract theory in employer branding context has comprehensively studied psychological contract as itself a construct (Biswas & Suar, 2016; Edwards, 2009; McInnis, 2012; Tanwar & Prasad, 2016), and a psychological contract violation and breach (Hanin, Stinglhamber & Delobbe, 2013; McInnis, 2012; Robin & Morrison, 2000). However, there is paucity of research studies which fleetingly discuss the types of psychological contracts (Miles, 2012). Thus, the present study explores the impact of employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) on employees' attitude (engagement) and behaviour (loyalty), which represents transactional, relational, balanced and transitional contracts. The economic benefits (compensation and benefits (CB) provided by employer brand to employees represent transactional contracts, psychological benefits (employer brand reputation (EBR), work life balance (WLB), organization culture (OC), and diversity (DIV) represent the relational contracts while functional benefits (training and development (TD) and corporate social responsibility (CSR) from employer brand reflect the relational contracts which influence employees' attitude (employee engagement) and behaviour (employee brand loyalty). Hence the present study extends a theoretical foundation of the psychological contract theory.

Miles (2012) stated that the key assumption in psychological contract theory refers to two parties holding a contract, involving voluntarily in the exchange. Hence, future studies can explore the involuntary involvement of both parties in a psychological contract. However, the present study examines only the impact of employer brand

reputation on employee engagement and employee brand loyalty. If employees involuntarily involve in a psychological contract and feel sense of pride and belonging with employer brand, they have a positive social reputation, they are motivated, engaged and loyal with their employer brand. The present study thus extends the psychological contract theory by providing empirical evidence on significant relationship of employer brand reputation with employee engagement and employee brand loyalty. Therefore, one of the significant theoretical contributions of the current study lies in initiation of employee brand loyalty through employer branding strategy.

5.4 Practical and Managerial Implications

The practical contribution of this study is to help the management of higher educational institutions for retaining their best talent by enhancing employee brand loyalty through employer branding practices namely training and development, employer brand reputation, work life balance, organizational culture, diversity, corporate social responsibility and compensation and benefits.

The first practical and managerial implication of the present study is to provide insights to the brand and HR managers for measuring objectively employees' perception regarding their current employer brand. The present study will provide a better understanding to management of private higher educational institutions about how to evaluate the existing employees' perception of the employer brand. It will also show how employer branding practices can help out in developing employees' positive behaviour like employee engagement, loyalty, commitment and positive organizational outcomes like performance and productivity.

Secondly, the management of private higher educational institutions should enhance their employer brand reputation to engage their employees and develop loyalty among them in order to retain them. Pakistan's private higher educational institutions are facing the problem of low employee brand loyalty. The findings of the present study suggest that employer branding practices namely work life balance and compensation and benefits have a significant influence on employee's behaviour. These private higher educational institutions provide better salary packages as compared to their competitors. They also provide overtime salaries, good health benefits and insurance coverage of their dependents. Economic benefits like flexible working hours, providing parental leaves and psychological benefits like opportunity to work from home and proper work life balance enhance employees' loyalty behaviour towards their employer brand. Thirdly, economic benefits (compensations and benefits) and psychological benefits (work life balance) directly influence employees' loyalty behaviour without affecting employees' attitude. Thus, 'human resource management of private higher educational institutions should focus on psychological and economic offerings as a key element of employer brand.

Fourthly, the findings of the present study suggest that psychological benefits (employer brand reputation, organizational culture and diversity) as perceived by employees, influence the employees' engaged attitude and loyalty behaviour. The employees are more loyal and have the intention to stay with their employer brand if it is highly reputable nationally and internationally. Employees feel proud for belonging to the employer brand while their family, friends and colleagues consider this employer brand as a great place to work and place as employer of choice. Organizations which develop and maintain supportive and productive organizational culture affect employee's behaviour. The employer brand that provides autonomy to

their employees, encourage teamwork and seriously respond to their suggestions enhance employees' commitment, satisfaction, engagement and loyalty with the organization's brand. Employees are also psychologically affected by cooperative and friendly working environment, if institutions provide autonomy to their employees in decision making, encouraging team work environment, use latest technology at work place and respond genuinely to their suggestions, influencing employee's loyalty for their employer brand.

Fifthly, the diversity in culture and work influences employees' engaged attitude and further leads to loyalty behaviour. As a result, employees perceive organization as an interesting place of work having socio-cultural and work variations without any gender or cultural discrimination. Lastly, management should make efforts to promote and maintain the employer brand image as employer of choice by offerings psychological, functional and economic benefits to their existing employees.

5.5 Limitations and future research

The present study has made both theoretical and practical contributions for academicians and practitioners in employer brand management literature, especially in the context of private higher educational institutions in Pakistan. Despite its contributions, the findings of this study must be interpreted cautiously. The present study has significant findings and contributions, but also has certain limitations, which may suggest a scope for future research. For instance , conclusions made in the present study only hold true for specific sample which is collected from private higher educational institutions or for a specific period of time. These findings cannot be generalized to a larger population and in different contextual settings due to several reasons.

Firstly, the sample size of the present study was taken from only eighteen private higher educational institutions located in the Punjab province of Pakistan. Future research should expand this sample by including private higher educational institutions located in other provinces of Pakistan. Future research can expand the sample to public higher educational institutions of Pakistan in order to reach a more meaningful conclusion regarding the link between employer branding practices, employee engagement and employee brand loyalty.

Secondly, another limitation of the current study is that its sample consisted of only the academic staff working in private higher educational institutions in Pakistan (a developing country). This restricts the current study's capacity to generalise the results. On the basis of policies of management and culture, the higher education industry is relatively specific. The replication of the present study in different cultural and contextual environment can identify new dimensions. Future findings across different contextual environments would also help in generalizations of results.

Thirdly, the findings of the current study suggest that employer brand influences employees' engaged attitude and loyalty behaviour. Future studies should extend the scope of the present study by determining new dimensions of employer branding practices and their influence on other organisational outcomes such as employee brand advocacy and brand citizenship behaviour. Fourthly, future research can be conducted to explore the relationship between employer branding practices influencing the consumer's attitude and behaviour through positive attitude and behaviour of existing employees.

5.6 Conclusion

The main purpose of the current study was to examine the relationship between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits), employee engagement and employee brand loyalty in the context of private higher educational institutions in Pakistan. The study has achieved all the four objectives as discussed in chapter 1. The first objective was to examine the relationship between employers branding practices (namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensations and benefits (CB) with employee brand loyalty (EBL). The study provides empirical evidence of a significant positive relationship between employer brand reputation (EBR), work life balance (WLB), organization culture (OC) and compensations and benefits (CB) with employee brand loyalty (EBL). The second objective of present study was to examine the relationship between employers branding practices (namely training and development (TD), employer brand reputation (EBR), work life balance (WLB), organization culture (OC), diversity (DIV), corporate social responsibility (CSR) and compensations and benefits (CB) with employee engagement (EE). Similarly, seven hypotheses were tested to achieve this objective. Empirical evidence shows that employer brand reputation (EBR), organization culture (OC) and diversity (DIV) have a positive significant influence on employee engagement (EE).

The third objective of the current study is to determine the significant positive relationship between employee engagement (EE) and employee brand loyalty (EBL). The study provides empirical evidence of a significant positive relationship between

employee engagement (EE) and employee brand loyalty (EBL). Lastly, the fourth objective of the current was to examine the mediating effect of employee engagement between employer branding practices (namely training and development, employer brand reputation, work life balance, organization culture, diversity, corporate social responsibility and compensations and benefits) and employee brand loyalty. Seven hypotheses were tested to achieve this objective.

The results of the present study reveal that employee engagement (EE) mediates between the relationships of (1) employer brand reputation and employee brand loyalty, (2) organizational culture and employee brand loyalty, (3) diversity and employee brand loyalty. Hence, the three hypotheses were supported. This means that employer branding practices (employer brand reputation, organizational culture and diversity) as perceived by employees affects their loyalty behaviour due to their engaged attitude. At the same time, employer brand reputation and organizational culture also have a direct significant effect on employee brand loyalty but diversity affects employee's engaged attitude which further leads towards employee loyalty behaviour. So it means that diversity has a positive significant relationship with employee brand loyalty through employee engagement path. Thus, the findings of the current study are in line with psychological contract theory. According to the theory, offerings (economic, psychological and functional) by the employer brand influence the employee attitude (engagement) and behaviour (loyalty). The engaged employees promise loyalty to the employer brand in exchange of economic, psychological and functional offerings from employer. Moreover the present study has also made significant contribution both in theoretical and practical terms in the field of brand management generally and specifically in employer brand management. Based on the limitations of the current study, several directions for

future research have been outlined. Conclusively, this research work has added valuable implications, both practically and theoretically in developing employee brand loyalty through employer branding among the academic employees of private higher educational institutions in Pakistan and employer brand management literature.

The findings of this study also suggest that, in order to develop and maintain employee brand loyalty, it is crucial for private higher educational institutions to provide better salary packages as compared to their competitors, overtime salaries, good health benefits and insurance coverage of their dependents. They should also offer flexibility in working hours, provide parental leaves, opportunity to work from home and provide autonomy to their employees, encouraging teamwork and seriously responding to their suggestions. This would enhance employees' commitment, satisfaction, engagement and loyalty with the organization's brand. Employees are psychologically affected by cooperative and friendly working environment, which influences employees' loyalty for their employer brand. Employees feel proud and belonging with the higher education institution highly reputable nationally and internationally. The organizations which develops and maintains a supportive and productive organizational culture affects employee's behaviour.

References

- Aaker, D. (1991). Brand equity. La gestione del valore della marca.
- Aaker, D. A. (1996). Measuring brand equity across products and markets. *California management review*, 38(3), 102-120.
- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of marketing research*, 347-356.
- Abubaker, M., & Bagley, C. (2016). Work-Life Balance and the Needs of Female Employees in the Telecommunications Industry in a Developing Country: A Critical Realist Approach to Issues in Industrial and Organizational Social Psychology. *Comprehensive Psychology*, 5, 2165222816648075.
- Abubaker, M., & Bagley, C. (2016). Work-Life Benefits: Managers' views on implementation in Jordanian telecommunication companies. *Eurasian Journal of Business and Management*, 4(1), 13-28.
- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *Journal of consumer research*, 31(1), 87-101.
- Ahmad, N. A., & Daud, S. (2016). Engaging People with Employer Branding. *Procedia Economics and Finance*, 35, 690-698.
- Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of marketing*, 37(9), 1177-1186.
- Akinwande, M. O., Dikko, H. G., & Samson, A. (2015). Variance inflation factor: As a condition for the inclusion of suppressor variable (s) in regression analysis. *Open Journal of Statistics*, 5(07), 754.
- Al Shehri, M., McLaughlin, P., Al-Ashaab, A., & Hamad, R. (2017). The Impact of Organizational Culture on Employee Engagement in Saudi Banks.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.

- Albrecht, S., Breidahl, E., & Marty, A. (2018). Organizational resources, organizational engagement climate, and employee engagement. *Career Development International*, 23(1), 67-85.
- Alhabeeb, M. J. (2007). On consumer trust and product loyalty. *International Journal of Consumer Studies*, 31(6), 609-612.
- Alimudin, A., & Septiani, D. Dwi Sasono, A., & Wulandari, A. (2017). Effect of Spiritual Leadership to Organizational Culture and Employee's Loyalty (A Case Study in The Society's Eye Hospital, East Java). *Jurnal Terapan Manajemen Dan Bisnis*, 3(2), 76-86.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational and organizational psychology*, 63(1), 1-18.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), 252-276.
- ALshbiel, S. O., & Al-Awawdeh, W. M. (2011). Internal social responsibility and its impact on job commitment: Empirical study on Jordanian cement manufacturing co. *International Journal of Business and Management*, 6(12), 94.
- Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of brand management*, 4(3), 185-206.
- Amin, A., Nasim, W., Mubeen, M., Sarwar, S., Urich, P., Ahmad, A., ... & Rehmani, M. I. A. (2018). Regional climate assessment of precipitation and temperature in Southern Punjab (Pakistan) using SimCLIM climate model for different temporal scales. *Theoretical and Applied Climatology*, 131(1-2), 121-131.
- Amjad, Z., Sabri, P. S. U., Ilyas, M., & Hameed, A. (2015). Informal relationships at workplace and employee performance: A study of employees private higher education sector. *Pakistan Journal of Commerce and Social Sciences*, 9(1), 303-321.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), 411.
- App, S., Merk, J., & Büttgen, M. (2012). Employer branding: Sustainable HRM as a competitive advantage in the market for high-quality employees. *Management revue*, 262-278.
- Armstrong, M. (2009). *The practice of human resource management*. St. Petersburg.: Peter.

- Arnow-Richman, R. S. (2006). Cubewrap Contracts and Worker Mobility: The Dilution of Employee Bargaining Power via Standard Form Noncompetes.
- Asha, C. S., & Jyothi, P. (2013). Internal branding: a determining element of organizational citizenship behaviour. *Journal of Contemporary Management Research*, 7(1), 37.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.
- Awwad, M., & Mohammad Agti, D. A. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*, 29(4), 308-332.
- Back, K. J., & Parks, S. C. (2003). A brand loyalty model involving cognitive, affective, and conative brand loyalty and customer satisfaction. *Journal of Hospitality & Tourism Research*, 27(4), 419-435.
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517.
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517.
- Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274-300.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Barrow, S., & Mosley, R. (2011). *The employer brand: Bringing the best of brand management to people at work*. John Wiley & Sons.
- Bartels, J., Pruyn, A., & Jong, M. (2009). Employee identification before and after an internal merger: A longitudinal analysis. *Journal of Occupational and Organizational Psychology*, 82(1), 113-128.
- Bates*, P., & Davis, F. A. (2004). Social capital, social inclusion and services for people with learning disabilities. *Disability & Society*, 19(3), 195-207.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), 9-22.
- Bellou, V. (2010). Organizational culture as a predictor of job satisfaction: the role of gender and age. *Career Development International*, 15(1), 4-19.

- Berger, K. A., & Wallingford, H. P. (1997). Developing advertising and promotion strategies for higher education. *Journal of Marketing for Higher Education*, 7(4), 61-72.
- Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24(2), 151-172.
- Bharathi, V., & Bhattacharya, S. (2015). Work life balance of women employees in the information technology industry.
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*, 29(6), 640-663.
- Biech, E. (2008). *ASTD handbook for workplace learning professionals*. American Society for Training and Development.
- Bigliardi, B., Ivo Dormio, A., & Galati, F. (2012). The adoption of open innovation within the telecommunication industry. *European Journal of Innovation Management*, 15(1), 27-54.
- Bigliardi, B., Ivo Dormio, A., Galati, F., & Schiuma, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *Vine*, 42(1), 36-51.
- Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, 136(1), 57-72.
- Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, 136(1), 57-72.
- Bloemer, J., & Odekerken-Schröder, G. (2006). The role of employee relationship proneness in creating employee loyalty. *International Journal of Bank Marketing*, 24(4), 252-264.
- Blumberg, C., Cooper, D., & Schindler, S. (2008). *Research methods*. Boston: Irwin, 130-139.
- Bordens, K. S., & Abbott, B. A. (2011). *A process approach to research design and methods*.
- Born, N., & Kang, S. K. (2015). What are Best Practices in the Space of Employer Branding that Enable Organizations Attract and Retain the Best Talent?.
- Boroff, K. E., & Lewin, D. (1997). Loyalty, voice, and intent to exit a union firm: A conceptual and empirical analysis. *ILR Review*, 51(1), 50-63.

- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, 18(10), 1701-1719.
- Branco, M. C., & Rodrigues, L. L. (2006). Corporate social responsibility and resource-based perspectives. *Journal of business Ethics*, 69(2), 111-132.
- Brignall, T. J., Fitzgerald, L., Johnston, R., & Silvestro, R. (1991). Performance measurement in service businesses. *Management Accounting*, 69(10), 34.
- Brown, R., & Williams, J. (1984). Group identification: The same thing to all people?. *Human Relations*, 37(7), 547-564.
- Bryman, A. (2001). *Ethnography* (Vol. 4). Sage Publications Ltd.
- Bryman, A., & Bell, E. (2003). Breaking down the quantitative/qualitative divide. *Business Research Methods*, 465-478.
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of brand management*, 12(4), 279-300.
- Burmann, C., Schaefer, K., & Maloney, P. (2008). Industry image: Its impact on the brand image of potential employees. *Journal of Brand Management*, 15(3), 157-176.
- Cable, D. M., & Graham, M. E. (2000). The determinants of job seekers' reputation perceptions. *Journal of organizational Behavior*, 21(8), 929-947.
- Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology*, 33(11), 2244-2266.
- Cahill, K. E., McNamara, T. K., Pitt-Catsoupes, M., & Valcour, M. (2015). Linking shifts in the national economy with changes in job satisfaction, employee engagement and work-life balance. *Journal of Behavioral and Experimental Economics*, 56, 40-54.
- Cain, L., Busser, J., & Kang, H. J. (2018). Executive chefs' calling: effect on engagement, work-life balance and life satisfaction. *International Journal of Contemporary Hospitality Management*, (just-accepted), 00-00.
- Caldwell, C., Hayes, L. A., Bernal, P., & Karri, R. (2008). Ethical stewardship—implications for leadership and trust. *Journal of business ethics*, 78(1), 153-164.
- Campbell, D. T. (1). Stanley.(1963). *Experimental and quasi-experimental designs for research*.

- Campbell, S. M., Reeves, D., Kontopantelis, E., Sibbald, B., & Roland, M. (2009). Effects of pay for performance on the quality of primary care in England. *New England Journal of Medicine*, 361(4), 368-378.
- Carmeli, A., & Tishler, A. (2005). Perceived organizational reputation and organizational performance: An empirical investigation of industrial enterprises. *Corporate Reputation Review*, 8(1), 13-30.
- Carrington, B. (2007). Merely identity: Cultural identity and the politics of sport. *Sociology of Sport Journal*, 24(1), 49-66.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of management review*, 4(4), 497-505.
- Castaldi, C., & Giarratana, M. S. (2018). Diversification, Branding, and Performance of Professional Service Firms. *Journal of service research*, 21(3), 353-364.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. John Wiley & Sons Australia.
- Cegarra-Leiva, D., Sánchez-Vidal, M. E., & Gabriel Cegarra-Navarro, J. (2012). Understanding the link between work life balance practices and organisational outcomes in SMEs: The mediating effect of a supportive culture. *Personnel Review*, 41(3), 359-379.
- Chang, C. H., Rosen, C. C., & Levy, P. E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination. *Academy of Management Journal*, 52(4), 779-801.
- Chen, G., Casper, W. J., & Cortina, J. M. (2001). The roles of self-efficacy and task complexity in the relationships among cognitive ability, conscientiousness, and work-related performance: A meta-analytic examination. *Human performance*, 14(3), 209-230.
- Chen, S. J., Lin, P. F., Lu, C. M., & Tsao, C. W. (2007). The moderation effect of HR strength on the relationship between employee commitment and job performance. *Social Behavior and Personality: an international journal*, 35(8), 1121-1138.
- Cheney, G. (1983). The rhetoric of identification and the study of organizational communication. *Quarterly journal of speech*, 69(2), 143-158.
- Chimote, N. K., & Srivastava, V. N. (2013). Work-life balance benefits: From the perspective of organizations and employees. *IUP Journal of Management Research*, 12(1), 62.

- Choo, S., & Bowley, C. (2007). Using training and development to affect job satisfaction within franchising. *Journal of Small Business and Enterprise Development*, 14(2), 339-352.
- Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, 64-73.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.
- Coakes, S. J., Steed, L., & Dzidic, P. (2006). SPSS version 13.0 for windows. John Wiley and Sons Australia Ltd., Australia.
- Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: a brand equity approach to recruitment. *Journal of applied psychology*, 87(6), 1121.
- Cooper, J., & Schindler, M. (2008). *Perfect Sample Size in Research*.
- Cooper, R. (1989). The Rise of Activity-based Costing: What Do Activity-based Cost Systems Look Like?.
- Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*.
- Coughlan, R. (2005). Employee loyalty as adherence to shared moral values. *Journal of Managerial Issues*, 43-57.
- Cox Jr, T. (2001). *Creating the multicultural organization: A strategy for capturing the power of diversity*. Jossey-Bass.
- Creswell, J. W. (2009). Editorial: Mapping the field of mixed methods research.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. Sage.
- Cunningham, R. M. (1956). Brand loyalty-what, where, how much. *Harvard Business Review*, 34(1), 116-128.
- Curran, P. J., West, S. G., & Finch, J. F. (1996). The robustness of test statistics to nonnormality and specification error in confirmatory factor analysis. *Psychological methods*, 1(1), 16.

- Davies, G. (2008). Employer branding and its influence on managers. *European Journal of Marketing*, 42(5/6), 667-681.
- Day, G. S. (1976). A two-dimensional concept of brand loyalty. In *Mathematical models in marketing* (pp. 89-89). Springer Berlin Heidelberg.
- De Chernatony, L., & Cottam, S. (2006). Internal brand factors driving successful financial services brands. *European Journal of Marketing*, 40(5/6), 611-633.
- Denscombe, M. (2003). *The good research guide* Maidenhead.
- Dhanesh, G., & Duthler, G. (2017). CSR and public relations in the Middle East: Relationships among diversity climate, perceptions of CSR and employee engagement.
- Dick, A. S., & Basu, K. (1994). Customer loyalty: toward an integrated conceptual framework. *Journal of the academy of marketing science*, 22(2), 99-113.
- Dillman, D. A. (2011). *Mail and Internet surveys: The tailored design method--2007 Update with new Internet, visual, and mixed-mode guide*. John Wiley & Sons.
- Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology*, 45(1), 35-44.
- Du Preez, R., & Bendixen, M. T. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, 33(1), 78-91.
- Durkin, M., McKenna, S., & Cummins, D. (2012). Emotional connections in higher education marketing. *International Journal of Educational Management*, 26(2), 153-161.
- Duthler, G., & Dhanesh, G. S. (2018). The role of corporate social responsibility (CSR) and internal CSR communication in predicting employee engagement: Perspectives from the United Arab Emirates (UAE). *Public Relations Review*.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative science quarterly*, 239-263.
- Earl, J., Martin, A., McCarthy, J. D., & Soule, S. A. (2004). The use of newspaper data in the study of collective action. *Annu. Rev. Sociol.*, 30, 65-80.
- Eberl, M., & Schwaiger, M. (2005). Corporate reputation: disentangling the effects on financial performance. *European Journal of Marketing*, 39(7/8), 838-854.

- Edmans, A. (2012). The link between job satisfaction and firm value, with implications for corporate social responsibility. *Academy of Management Perspectives*, 26(4), 1-19.
- Edwards, M. R. (2009). An integrative review of employer branding and OB theory. *Personnel review*, 39(1), 5-23.
- Edwards, M. R. (2009). An integrative review of employer branding and OB theory. *Personnel review*, 39(1), 5-23.
- Ellis, C. M., & Sorensen, A. (2007). Assessing employee engagement: the key to improving productivity. *Perspectives*, 15(1), 1-9.
- English, L. M., & Mayo, P. (2012). Spirituality and adult education. In *Learning with Adults* (pp. 179-187). SensePublishers.
- Erdem, T., & Swait, J. (1998). Brand equity as a signaling phenomenon. *Journal of consumer Psychology*, 7(2), 131-157.
- Erdem, T., Swait, J., & Valenzuela, A. (2006). Brands as signals: A cross-country validation study. *Journal of Marketing*, 70(1), 34-49.
- Erikson, E. (2005). Epilogue: The geography of disaster. *Wounded city: The social impact of 9, 11*, 351-362.
- Farley, J. U. (1964). Why does "Brand Loyalty" vary over products?. *Journal of Marketing Research*, 9-14.
- Fazio, R. H., Powell, M. C., & Williams, C. J. (1989). The role of attitude accessibility in the attitude-to-behavior process. *Journal of consumer research*, 16(3), 280-288.
- Fennis, B. M., & Pruyn, A. T. H. (2007). You are what you wear: Brand personality influences on consumer impression formation. *Journal of Business Research*, 60(6), 634-639.
- Fernandez, C. P. (2007). Employee engagement. *Journal of Public Health Management and Practice*, 13(5), 524-526.
- Fidell, S., Tabachnick, B., Mestre, V., & Fidell, L. (2013). Aircraft noise-induced awakenings are more reasonably predicted from relative than from absolute sound exposure levels. *The Journal of the Acoustical Society of America*, 134(5), 3645-3653.
- Field, A., Miles, J., & Field, Z. (2012). *Discovering statistics using R*. Sage publications.
- Fletcher, C., & Williams, R. (1996). Performance management, job satisfaction and organizational commitment. *British Journal of Management*, 7(2), 169-179.

- Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of consumer research*, 24(4), 343-373.
- Gaddam, S. (2008). Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management. *ICFAI Journal of Soft Skills*, 2(1).
- Gehrels, S. A., & de Looij, J. (2011). Employer branding: A new approach for the hospitality industry. *Research in Hospitality Management*, 1(1), 43-52.
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101-107.
- Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of marketing research*, 186-192.
- Gifford, B. D., Zammuto, R. F., Goodman, E. A., & Hill, K. S. (2002). The relationship between hospital unit culture and nurses' quality of work life/Practitioner application. *Journal of Healthcare management*, 47(1), 13.
- Giovanni Mariani, M., Curcuruto, M., & Gaetani, I. (2013). Training opportunities, technology acceptance and job satisfaction: a study of Italian organizations. *Journal of Workplace Learning*, 25(7), 455-475.
- Glavas, A., & Piderit, S. K. (2009). How Does Doing Good Matter?: Effects of Corporate Citizenship on Employees. *Journal of Corporate Citizenship*, (36).
- Goffman, E. (1961). *Encounters: Two studies in the sociology of interaction*.
- Gounaris, S. P. (2006). Internal-market orientation and its measurement. *Journal of business research*, 59(4), 432-448.
- Gözükara, İ., & Hatipoğlu, Z. (2016). The effect of employer branding on employees' organizational citizenship behaviors. *International Journal of Business Management & Economic Research*, 7(1).
- Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, 39(3), 254-280.
- Griffeth, R. W., & Hom, P. W. (2004). Innovative theory and empirical research on employee turnover. IAP.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.

- Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: an employer perspective. *Human resource management journal*, 12(2), 22-38.
- Guest, L. (1944). A study of brand loyalty. *Journal of Applied Psychology*, 28(1), 16-27.
- Guillon, O., & Cezanne, C. (2014). Employee loyalty and organizational performance: a critical survey. *Journal of Organizational Change Management*, 27(5), 839-850.
- Gull, S., & Ashraf, S. M. (2012). Impact of Internal Branding on Service Employees' Quality Commitment-Study on Education Sector of Pakistan. *International Journal of Business and Social Science*, 3(14).
- Haid, M., & Sims, J. (2009). Employee Engagement: Maximising Organisational Performance. Right Management. Retrieved 15 May 2014.
- Haid, M., & Sims, J. (2009). Employee engagement: Maximizing organizational performance. *Leadership Insights*.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least squares structural equation modeling (PLS-SEM). Sage Publications.
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). Advanced issues in partial least squares structural equation modeling. SAGE Publications.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective (Vol. 7)*. Upper Saddle River, NJ: Pearson.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2009). *Análise multivariada de dados*. Bookman Editora.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- Hajdin, M. (2005). Employee loyalty: An examination. *Journal of Business Ethics*, 59(3), 259-280.
- Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22(3), 242-256
- Hammersley, M. (1987). Some notes on the terms 'validity' and 'reliability'. *British Educational Research Journal*, 13(1), 73-82.
- Hanin, D., Stinglhamber, F., & Delobbe, N. (2013). The impact of employer branding on employees: The role of employment offering in the prediction of their affective commitment. *Psychologica Belgica*, 53(4).

- Harris, P. (2007). We the people: The importance of employees in the process of building customer experience. *Journal of Brand Management*, 15(2), 102-114.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication monographs*, 76(4), 408-420.
- Hayes, A. F., & Scharkow, M. (2013). The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: Does method really matter?. *Psychological science*, 24(10), 1918-1927.
- Hays, J. M., & Hill, A. V. (2006). Service guarantee strength: the key to service quality. *Journal of Operations Management*, 24(6), 753-764.
- Heger, B. K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organization Development Journal*, 25(2), P121.
- Helm, S. (2011). Employees' awareness of their impact on corporate reputation. *Journal of Business Research*, 64(7), 657-663.
- Helm, S. V., & Özergin, B. (2015). Service inside: The impact of ingredient service branding on quality perceptions and behavioral intentions. *Industrial Marketing Management*, 50, 142-149.
- Hendry, C., & Jenkins, R. (1997). Psychological contracts and new deals. *Human Resource Management Journal*, 7(1), 38-44.
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial management & data systems*, 116(1), 2-20.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (pp. 277-319). Emerald Group Publishing Limited.
- Heskett, J. L., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard business review*, 72(2), 164-174.
- Higgs, P. L., Cunningham, S. D., & Pagan, J. D. (2007). Australia's creative economy: Basic evidence on size, growth, income and employment.
- Hillebrandt, I., & Ivens, B. S. (2013). Measuring Employer Brands: An Examination of the Factor Structure, Scale Reliability and Validity. In *2013 Winter Marketing Educators Conference*.
- Hillebrandt, I., & Ivens, B. S. (2013). Scale development in employer branding. In *Impulse für die Markenpraxis und Markenforschung* (pp. 65-86). Springer Fachmedien Wiesbaden.

- Hirschman, A. O. (1970). *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states* (Vol. 25). Harvard university press.
- Hogg, Michael A., and Scott A. Reid. "Social identity, self-categorization, and the communication of group norms." *Communication theory* 16, no. 1 (2006): 7-30.
- Hollis, N., & Farr, A. (1997). What do you want your brand to be when it grows up: Big and strong. *Journal of Advertising research*, 36(6), 23-36.
- Holston-Okae, B. L., & Mushi, R. J. (2018). Employee Turnover in the Hospitality Industry using Herzberg's Two-Factor Motivation-Hygiene Theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218-248.
- Hoyle, R. H., & Robinson, J. C. (2004). Mediated and moderated effects in social psychological research. *Handbook of methods in social psychology*, 213-233.
- Iglesias, O., Sauquet, A., & Montaña, J. (2011). The role of corporate culture in relationship marketing. *European Journal of Marketing*, 45(4), 631-650.
- Iqbal, I., Zia-ud-Din, M., Arif, A., Raza, M., & Ishtiaq, Z. (2017). Impact of Employee Engagement on Work Life Balance with the Moderating Role of Employee Cynicism. *International Journal of Academic Research in Business and Social Sciences*, 7(6), 1088-1101.
- Iqbal, S., & Hashmi, M. S. (2015). Impact of perceived organizational support on employee retention with mediating role of psychological empowerment. *Pakistan Journal of Commerce and Social Sciences*, 9(1), 18-34.
- Itam, U., & Singh, S. (2017). Examining the Mediation Effect of Employee Engagement on Internal Brand Practices and Outcome Variables in the Organized Retail Sector. *International Business Management*, 11(3), 673-682.
- Jacoby, J., & Kyner, D. B. (1973). Brand loyalty vs. repeat purchasing behavior. *Journal of Marketing research*, 1-9.
- Jain, N., & Bhatt, P. (2015). Employment preferences of job applicants: unfolding employer branding determinants. *Journal of Management Development*, 34(6), 634-652.
- Jevons, C. (2006). Universities: a prime example of branding going wrong. *Journal of Product & Brand Management*, 15(7), 466-467.
- Jones, J. R., & Harter, J. K. (2005). Race effects on the employee engagement-turnover intention relationship. *Journal of Leadership & Organizational Studies*, 11(2), 78-88.

- Jowkar, A. A., & Taheri, H. (2015). Review Effect of Service Brand Orientation on Equity and the Brand-Oriented Behavior of Staff: A Case Study of Mellat Bank of Iran. *Singaporean Journal of Business, Economics and Management Studies*, 51(2480), 1-10.
- Jyoti, J., Rani, R., & Gandotra, R. (2015). The impact of bundled high performance human resource practices on intention to leave: Mediating role of emotional exhaustion. *International Journal of Educational Management*, 29(4), 431-460.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Kaplan, R. S., & Norton, D. P. (2001). Transforming the balanced scorecard from performance measurement to strategic management: Part I. *Accounting horizons*, 15(1), 87-104.
- Karatepe, O. M., & Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-665.
- Keller, K. L., & Richey, K. (2006). The importance of corporate brand personality traits to a successful 21st century business. *Journal of Brand Management*, 14(1-2), 74-81.
- Kelloway, E. K., Francis, L., Prosser, M., & Cameron, J. E. (2010). Counterproductive work behavior as protest. *Human Resource Management Review*, 20(1), 18-25.
- Kim, D., Twombly, S., & Wolf-Wendel, L. (2012). International faculty in American universities: Experiences of academic life, productivity, and career mobility. *New Directions for Institutional Research*, 2012(155), 27-46.
- Kim, H. R., Lee, M., Lee, H. T., & Kim, N. M. (2010). Corporate social responsibility and employee-company identification. *Journal of Business Ethics*, 95(4), 557-569.
- Kim, S. Y., & Park, H. (2011). Corporate social responsibility as an organizational attractiveness for prospective public relations practitioners. *Journal of business ethics*, 103(4), 639-653.
- Kim, W. G., & Kim, H. B. (2004). Measuring customer-based restaurant brand equity. *Cornell Hotel and Restaurant Administration Quarterly*, 45(2), 115-131.
- King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management*, 15(5), 358-372.

- King, C., & Grace, D. (2009). Employee based brand equity: A third perspective. *Services Marketing Quarterly*, 30(2), 122-147.
- King, C., So, K. K. F., & Grace, D. (2013). The influence of service brand orientation on hotel employees' attitude and behaviors in China. *International Journal of Hospitality Management*, 34, 172-180.
- Kitchin, R., & Tate, N. (2000). Thinking about research. *Conducting Research in Human Geography: theory, methodology and practice*.
- Klarner, P., & Raisch, S. (2013). Move to the beat—Rhythms of change and firm performance. *Academy of Management Journal*, 56(1), 160-184.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.
- Kotler, P., & Lee, N. (2008). *Corporate social responsibility: Doing the most good for your company and your cause*. John Wiley & Sons.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Krosnick, J. A., & Fabrigar, L. R. (1997). Designing rating scales for effective measurement in
- Kucherov, D., & Samokish, V. (2016). Employer brand equity measurement. *Strategic HR Review*, 15(1), 29-33.
- Kunerth, B., & Mosley, R. (2011). Applying employer brand management to employee engagement. *Strategic HR Review*, 10(3), 19-26.
- Kuo, T. H., Ho, L. A., Lin, C., & Lai, K. K. (2010). Employee empowerment in a technology advanced work environment. *Industrial Management & Data Systems*, 110(1), 24-42.
- Küskü, F. (2003). Employee satisfaction in higher education: the case of academic and administrative staff in Turkey. *Career Development International*, 8(7), 347-356.
- Kuusik, A. (2007). Affecting customer loyalty: Do different factors have various influences in different loyalty levels?.
- LaTour, M. S., & Rotfeld, H. J. (1997). There are threats and (maybe) fear-caused arousal: Theory and confusions of appeals to fear and fear arousal itself. *Journal of advertising*, 26(3), 45-59.
- Leck, J. D., & Saunders, D. M. (1992). Hirschman's loyalty: attitude or behavior?. *Employee Responsibilities and Rights Journal*, 5(3), 219-230.

- Lee, Y. K., Kim, S., & Kim, S. Y. (2014). The impact of internal branding on employee engagement and outcome variables in the hotel industry. *Asia Pacific Journal of Tourism Research*, 19(12), 1359-1380.
- Leekha Chhabra, N., & Sharma, S. (2014). Employer branding: strategy for improving employer attractiveness. *International Journal of Organizational Analysis*, 22(1), 48-60.
- Lemmink, J., Schuijf, A., & Streukens, S. (2003). The role of corporate image and company employment image in explaining application intentions. *Journal of Economic Psychology*, 24(1), 1-15.
- Lemmink, J., Schuijf, A., & Streukens, S. (2003). The role of corporate image and company employment image in explaining application intentions. *Journal of Economic Psychology*, 24(1), 1-15.
- Lievens, F., Hoyer, G., & Schreurs, B. (2005). Examining the relationship between employer knowledge dimensions and organizational attractiveness: An application in a military context. *Journal of Occupational and Organizational Psychology*, 78(4), 553-572.
- Lievens, F., Van Hoyer, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18(s1).
- Lim, W. M., Jee, T. W., & De Run, E. C. (2018). Strategic brand management for higher education institutions with graduate degree programs: empirical insights from the higher education marketing mix. *Journal of Strategic Marketing*, 1-21.
- Linz, S., Good, L. K., & Busch, M. (2015). Promoting worker loyalty: an empirical analysis. *International Journal of Manpower*, 36(2), 169-191.
- Liu, Y., Combs, J. G., Ketchen, D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business horizons*, 50(6), 503-511.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of management development*, 23(4), 321-338.
- Longhi, S. (2011). Impact of cultural diversity on wages and job satisfaction in England (No. 2011-19). ISER working paper series.
- Loveman, G. W. (1998). Employee satisfaction, customer loyalty, and financial performance: an empirical examination of the service profit chain in retail banking. *Journal of Service Research*, 1(1), 18-31.

- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE transactions on professional communication*, 57(2), 123-146.
- Luchak, A. A. (2003). What kind of voice do loyal employees use?. *British Journal of Industrial Relations*, 41(1), 115-134.
- Mak, B. L., & Sockel, H. (2001). A confirmatory factor analysis of IS employee motivation and retention. *Information & management*, 38(5), 265-276.
- Malai, V., & Speece, M. (2005). Cultural impact on the relationship among perceived service quality, brand name value, and customer loyalty. *Journal of International Consumer Marketing*, 17(4), 7-39.
- Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of economics*, 2(4), 6-9.
- Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of economics*, 2(4), 6-9.
- Mangold, W. G., & Miles, S. J. (2007). The employee brand: Is yours an all-star?. *Business Horizons*, 50(5), 423-433.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89-96.
- Martensen, A., & Grønholdt, L. (2006). Internal marketing: a study of employee loyalty, its determinants and consequences. *Innovative Marketing*, 2(4), 92-116.
- Martin, G., Gollan, P. J., & Grigg, K. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. *The International Journal of Human Resource Management*, 22(17), 3618-3637.
- Maslach, C. (2001). What have we learned about burnout and health?. *Psychology & health*, 16(5), 607-611.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.

- Matzler, K., & Renzl, B. (2006). The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total quality management and business excellence*, 17(10), 1261-1271.
- Matzler, K., & Renzl, B. (2007). Personality traits, employee satisfaction and affective commitment. *Total Quality Management*, 18(5), 589-598.
- Matzler, K., Sauerwein, E., & Heischmidt, K. (2003). Importance-performance analysis revisited: the role of the factor structure of customer satisfaction. *The Service Industries Journal*, 23(2), 112-129.
- Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. *Journal of marketing management*, 25(9-10), 893-907.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology*, 77(1), 11-37.
- Maynard, M. (1994). Methods, practice and epistemology: The debate about feminism and research. *Researching women's lives from a feminist perspective*, 10, 26.
- McCusker, D., & Wolfman, I. (1998). Loyalty in the eyes of employers and employees. *Workforce*, 12-14.
- McDonald, S. (2005). Studying actions in context: a qualitative shadowing method for organizational research. *Qualitative research*, 5(4), 455-473.
- Melewar, T. C., Foroudi, P., Gupta, S., Kitchen, P. J., & Foroudi, M. M. (2017). Integrating identity, strategy and communications for trust, loyalty and commitment. *European Journal of Marketing*, 51(3), 572-604.
- Mellahi, K., & Collings, D. G. (2010). The barriers to effective global talent management: The example of corporate elites in MNEs. *Journal of World Business*, 45(2), 143-149.
- Memon, A. M., & Kolachi, A. N. (2012). Towards employee branding: A nexus of HR & marketing. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 51-52.
- Memon, M. A., Memon, M. A., Salleh, R., Salleh, R., Baharom, M. N. R., & Baharom, M. N. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, 40(6), 407-429.

- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, 40(6), 407-429.
- Mihai, C., Antic, M., Dobrota, R., Bonderman, D., Chadha-Boreham, H., Coghlan, J. G., ... & McLaughlin, V. V. (2018). Factors associated with disease progression in early-diagnosed pulmonary arterial hypertension associated with systemic sclerosis: longitudinal data from the DETECT cohort. *Annals of the rheumatic diseases*, 77(1), 128-132.
- Miles, J. A. (2012). *Management and organization theory: A Jossey-Bass reader* (Vol. 9). John Wiley & Sons.
- Miles, J. A. (2012). *Management and organization theory: A Jossey-Bass reader* (Vol. 9). John Wiley & Sons.
- Moir, L. (2001). What do we mean by corporate social responsibility?. *Corporate Governance: The international journal of business in society*, 1(2), 16-22.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *The journal of marketing*, 20-38.
- Moroko, L., & Uncles, M. (2005). Employer Branding—the case for a multidisciplinary process related empirical investigation. In *ANZMAC 2005 Conference: Branding* (pp. 52-57).
- Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of Brand Management*, 16(3), 160-175.
- Moroko, L., & Uncles, M. D. (2009). Employer branding and market segmentation. *Journal of Brand Management*, 17(3), 181-196.
- Mosley, R. (2015). CEOs need to pay attention to employer branding. *Harvard Business Review*.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkage. The psychology of commitment absenteeism, and turn over*. Academic Press Inc. London.
- Mubarak, R. Z., Wahab, Z., & Khan, N. R. (2012). Faculty retention in higher education institutions of Pakistan.
- Mudie, P. (2003). Internal customer: by design or by default. *European Journal of Marketing*, 37(9), 1261-1276.
- Munn, R. E. (2013). *Descriptive micrometeorology* (Vol. 1). Elsevier.
- Musteen, M., Datta, D. K., & Kemmerer, B. (2010). Corporate reputation: Do board characteristics matter?. *British Journal of Management*, 21(2), 498-510.

- Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28(5), 1212-1223.
- Narteh, B., & Odoom, R. (2015). Does internal marketing influence employee loyalty? Evidence from the Ghanaian banking industry. *Services Marketing Quarterly*, 36(2), 112-135.
- Naus, F., Van Iterson, A., & Roe, R. (2007). Organizational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace. *Human Relations*, 60(5), 683-718.
- Nayyar, J., & Mahmood, R. (2014). The effect of corporate entrepreneurship determinants on performance of public higher education institutions in Pakistan. *Business & Entrepreneurship Journal*, 3(1), 19-31.
- Nisar, Q. A., Uzair, M., Razzaq, W., & Sarfraz, M. (2017). Impact of HR Practices on Employee loyalty and commitment: Mediating role of Job satisfaction. *International Journal of Management Excellence*, 9(2), 1067-1073.
- Nunnally, J. C., & Bernstein, I. H. (1994). The assessment of reliability. *Psychometric theory*, 3(1), 248-292.
- O'Brien, R. M. (2007). A caution regarding rules of thumb for variance inflation factors. *Quality & quantity*, 41(5), 673-690.
- Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and cohesion. *Public Productivity & Management Review*, 157-169.
- Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and cohesion. *Public Productivity & Management Review*, 157-169.
- Oliver, R. L. (1999). Whence consumer loyalty?. *the Journal of Marketing*, 33-44.
- Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*.
- Orth, U. R., & Malkewitz, K. (2008). Holistic package design and consumer brand impressions. *Journal of marketing*, 72(3), 64-81.
- Pallant, J. (2007). *SPSS survival manual*, 3rd. Edition. McGrath Hill.
- Papasolomou, I., & Vrontis, D. (2006). Building corporate branding through internal marketing: the case of the UK retail bank industry. *Journal of product & brand management*, 15(1), 37-47.

- Papasolomou, I., & Vrontis, D. (2006). Using internal marketing to ignite the corporate brand: The case of the UK retail bank industry. *Journal of Brand Management*, 14(1-2), 177-195.
- Parasuraman, A. (1995). Measuring and monitoring service quality. *Understanding services management*, 143-177.
- Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Refinement and reassessment of the SERVQUAL scale. *Journal of retailing*, 67(4), 420.
- Pasewark, W. R., & Viator, R. E. (2006). Sources of work-family conflict in the accounting profession. *Behavioral Research in Accounting*, 18(1), 147-165.
- Perrot, S., Bauer, T. N., Abonneau, D., Campoy, E., Erdogan, B., & Liden, R. C. (2014). Organizational socialization tactics and newcomer adjustment: The moderating role of perceived organizational support. *Group & Organization Management*, 39(3), 247-273.
- Pienaar, J., & Willemse, S. A. (2008). Burnout, engagement, coping and general health of service employees in the hospitality industry. *Tourism Management*, 29(6), 1053-1063.
- Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. *Public Administration Review*, 69(2), 328-338.
- Preacher, K. J., & Hayes, A. F. (2008). Assessing mediation in communication research. *The Sage sourcebook of advanced data analysis methods for communication research*, 13-54.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, 15(1), 57-70.
- Punjaisri, K., & Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*, 45(9/10), 1521-1537.
- Punjaisri, K., Evanschitzky, H., & Wilson, A. (2009). Internal branding: an enabler of employees' brand-supporting behaviours. *Journal of Service Management*, 20(2), 209-226.
- Quester, P., & Lin Lim, A. (2003). Product involvement/brand loyalty: is there a link?. *Journal of product & brand management*, 12(1), 22-38.

- Rafferty, A. M., Maben, J., West, E., & Robinson, D. (2005). What Makes a Good Employer? International Council of Nurses, Geneva.
- Ramayah, T., Lee, J. W. C., & In, J. B. C. (2011). Network collaboration and performance in the tourism sector. *Service Business*, 5(4), 411.
- Rampl, L. V. (2014). How to become an employer of choice: transforming employer brand associations into employer first-choice brands. *Journal of Marketing Management*, 30(13-14), 1486-1504.
- Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of management journal*, 49(3), 433-458.
- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476.
- Resourcing, Hudson. "The case for work/life balance: Closing the gap between policy and practice." Hudson Australia and New Zealand available on www.hudson.com (2005).
- Rindova, V. P., Williamson, I. O., & Petkova, A. P. (2010). Reputation as an intangible asset: Reflections on theory and methods in two empirical studies of business school reputations. *Journal of Management*, 36(3), 610-619.
- Robbins, S. P. (2001). *Organizational behavior*, 14/E. Pearson Education India.
- Robbins, S., & Judge, T. (2014). *Comportements organisationnels*. Pearson education.
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324-336.
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Report-Institute for Employment Studies.
- Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1991). Criteria for scale selection and evaluation. *Measures of personality and social psychological attitudes*, 1(3), 1-16.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of management Journal*, 37(1), 137-152.
- Roehling, P. V., Roehling, M. V., & Moen, P. (2001). The relationship between work-life policies and practices and employee loyalty: A life course perspective. *Journal of Family and Economic Issues*, 22(2), 141-170.

- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* [by] John T. Roscoe.
- Rose, C., & Thomsen, S. (2004). The Impact of Corporate Reputation on Performance:: Some Danish Evidence. *European Management Journal*, 22(2), 201-210.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
- Ruch, G. (2002). From triangle to spiral: Reflective practice in social work education, practice and research. *Social Work Education*, 21(2), 199-216.
- Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018).
- Rusbult, C. E., Farrell, D., Rogers, G., & Mainous, A. G. (1988). Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. *Academy of Management journal*, 31(3), 599-627.
- Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of business and management*, 5(1), 32-39.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Salkind, N. J. (2006). *Encyclopedia of measurement and statistics*. Sage Publications.
- Samuel, M. O., & Chipunza, C. (2013). Attrition and retention of senior academics at institutions of higher learning in South Africa: The strategies, complexities and realities. *Journal of Social Science*, 35(2), 97-109.
- San Park, J., & Hyun Kim, T. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention?. *Leadership in Health Services*, 22(1), 20-38.
- Sánchez-Fernández, R., & Iniesta-Bonillo, M. Á. (2007). The concept of perceived value: a systematic review of the research. *Marketing theory*, 7(4), 427-451.
- Sarker, M. M., Mohd-Any, A. A., & Kamarulzaman, Y. (2019). Conceptualising consumer-based service brand equity (CBSBE) and direct service experience in the airline sector. *Journal of Hospitality and Tourism Management*, 38, 39-48.

- Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). On the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long range planning*, 47(3), 154-160.
- Saunders, M. L., & Lewis, P. (2009). P. & Thornhill, A.(2009). *Research methods for business students*, 4.
- Sauro, S. (2011). SCMC for SLA: A research synthesis. *Calico Journal*, 28(2), 369-391.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
- Schiebel, W., & Pöchtrager, S. (2003). Corporate ethics as a factor for success—the measurement instrument of the University of Agricultural Sciences (BOKU), Vienna. *Supply Chain Management: An International Journal*, 8(2), 116-121.
- Schlager, T., Bodderas, M., Maas, P., & Luc Cachelin, J. (2011). The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation. *Journal of Services Marketing*, 25(7), 497-508.
- Sekaran, U. (2003). *Research methods for business*. Hoboken, Malaysia.
- Sekaran, U. (2006). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Selesho, J. M., & Naile, I. (2014). Academic staff retention as a human resource factor: University perspective. *The International Business & Economics Research Journal (Online)*, 13(2), 295.
- Shabbir, M. J., & Salaria, R. A. (2014). Impact of Internal Marketing on Employee Job Satisfaction: An Investigation of Higher Education Institutes of Pakistan. *Journal of Marketing Management*, 2(2), 239-253.
- Shah, M. M., Mohd, I. H., & Khairudin, M. K. (2018). Factors Relating to Employee Engagement: A Case Study in a Selected Bank. In *Proceedings of the 2nd Advances in Business Research International Conference* (pp. 297-303). Springer, Singapore.

- Shah, S. J. (2010). Re-thinking educational leadership: exploring the impact of cultural and belief systems. *International Journal of Leadership in Education*, 13(1), 27-44.
- Shaker, F., & Ahmed, A. N. (2014). Influence of Employer Brand Image on Employee Identity. *Global Disclosure of Economics and Business*, 3(2), 157-166.
- Shankar, T., & Bhatnagar, J. (2010). Work life balance, employee engagement, emotional consonance/dissonance & turnover intention. *Indian Journal of Industrial Relations*, 74-87.
- Sharma, N., & Kamalanabhan, T. J. (2012). Internal corporate communication and its impact on internal branding: Perception of Indian public sector employees. *Corporate Communications: An International Journal*, 17(3), 300-322.
- Shelton, K. (2001). The effects of employee development programs on job satisfaction and employee retention (Doctoral dissertation, University of Wisconsin-Stout).
- Shore, L. M., Newton, L. A., & Thornton, G. C. (1990). Job and organizational attitudes in relation to employee behavioral intentions. *Journal of Organizational behavior*, 11(1), 57-67.
- Shuck, B. (2011). Integrative literature review: four emerging perspectives of employee engagement: an integrative literature review. *Human Resource Development Review*, 10(3), 304-328.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
- Silvestro, R. (2002). Dispelling the modern myth: Employee satisfaction and loyalty drive service profitability. *International Journal of Operations & Production Management*, 22(1), 30-49.
- Singleton Jr, R. A., & Bruce, C. Straits. 2005. *Approaches to social research*, 4.
- Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: employer attractiveness and the use of social media. *Journal of Product & Brand Management*, 22(7), 473-483.
- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.

- Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management journal*, 44(5), 1051-1062.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312.
- Stone, M. (1974). Cross-validated choice and assessment of statistical predictions. *Journal of the royal statistical society. Series B (Methodological)*, 111-147.
- Suharti, L., & Suliyanto, D. (2012). The effects of organizational culture and leadership style toward employee engagement and their impacts toward employee loyalty. *World Review of Business Research*, 2(5), 128-139.
- Suleiman Awwad, M., & Mohammad Agti, D. A. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*, 29(4), 308-332.
- Suliman, A., & Al-Khatib, H. (2014, June). Corporate social responsibility and employer branding: a study in the public sector. In *Proceedings of 27th International Business Research Conference*. Ryerson University. Toronto, Ontario, Canada.
- Susi, S., & Jawaharrani, K. (2011). Work-Life Balance: The key driver of employee engagement. *Asian journal of management research*, 2(1), 474-483.
- Swati, A., Bashir, N., Sardar, A., Zaman, K., & Fakhr, S. (2012). Determinants of organizational citizenship behavior: A case study of higher education institutes in Pakistan. *Management Science Letters*, 2(1), 329-338.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics*. Allyn & Bacon/Pearson Education.
- Tajfel, H. en JC Turner (1986). The Social Identity Theory of Intergroup Behavior. S. Worchel en WG Austin (red.), *The Psychology of Intergroup Relations*, 7-24.
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, 33(47), 74.
- Tanwar, K., & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3), 186S-206S.
- Tanwar, K., & Prasad, A. (2016). The effect of employer brand dimensions on job satisfaction: gender as a moderator. *Management Decision*, 54(4), 854-886.
- Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: a second-order factor approach. *Personnel Review*, 46(2), 389-409.

- Temme, D., Kreis, H., & Hildebrandt, L. (2010). A comparison of current PLS path modeling software: Features, ease-of-use, and performance. In *Handbook of partial least squares* (pp. 737-756). Springer, Berlin, Heidelberg.
- Terglav, K., Ruzzier, M. K., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership-commitment relationship. *International Journal of Hospitality Management*, 54, 1-11.
- Thacker, R. A., & Holl, K. B. (2008). Behaviorally-based management training: linking behaviors to employee satisfaction. *Industrial and commercial training*, 40(2), 102-108.
- Thompson, J. A., & Bunderson, J. S. (2003). Violations of principle: Ideological currency in the psychological contract. *Academy of management review*, 28(4), 571-586.
- Tojib, D. R., Sugianto, L. F., & Sendjaya, S. (2008). User satisfaction with business-to-employee portals: conceptualization and scale development. *European Journal of Information Systems*, 17(6), 649-667.
- Trigg, R. (1985). *Understanding social science: A philosophical introduction to the social sciences*. Basil Blackwell.
- Trochim, W. M. (2006). *Reliability & validity*.
- Turkylmaz, A., Akman, G., Ozkan, C., & Pastuszak, Z. (2011). Empirical study of public sector employee loyalty and satisfaction. *Industrial Management & Data Systems*, 111(5), 675-696.
- Ugargol, J. D., & Patrick, H. A. (2018). The Relationship of Workplace Flexibility to Employee Engagement among Information Technology Employees in India. *South Asian Journal of Human Resources Management*, 2322093718767469.
- Uncles, M. (2005). Marketing metrics: A can of worms or the path to enlightenment?. *Journal of Brand Management*, 12(6), 412-418.
- Valentine, S., & Fleischman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. *Journal of business ethics*, 77(2), 159-172.
- Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3(4), 265-283.
- Veloutsou, C., & Moutinho, L. (2009). Brand relationships through brand reputation and brand tribalism. *Journal of Business Research*, 62(3), 314-322.
- Vi, N. T., Vi, T. T. T., & Quang, H. N. (2018). Impact of Training and Development On Employee Loyalty: The Case Study Of Beton 6 Corporation. *Archives of Business Research*, 6(4).

- Viktoria Rampl, L., & Kenning, P. (2014). Employer brand trust and affect: linking brand personality to employer brand attractiveness. *European Journal of Marketing*, 48(1/2), 218-236.
- Virick, M., Lilly, J. D., & Casper, W. J. (2007). Doing more with less: An analysis of work life balance among layoff survivors. *Career Development International*, 12(5), 463-480.
- Wamweru, T. J., & Makokha, S. (2018). Relationship between total reward management systems and employee engagement: a case study of bamburi cement limited, Kenya. *Journal of Human Resource and Leadership*, 3(1), 29-51.
- Wang, P., & Walumbwa, F. O. (2007). Family-friendly programs, organizational commitment, and work withdrawal: the moderating role of transformational leadership. *Personnel Psychology*, 60(2), 397-427.
- Wayne, J. H., Randel, A. E., & Stevens, J. (2006). The role of identity and work-family support in work-family enrichment and its work-related consequences. *Journal of Vocational Behavior*, 69(3), 445-461.
- Wieseke, J., Ahearne, M., Lam, S. K., & Dick, R. V. (2009). The role of leaders in internal marketing. *Journal of Marketing*, 73(2), 123-145.
- Wilden, R., Gudergan, S., & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. *Journal of Marketing Management*, 26(1-2), 56-73.
- Wirtz, J., & Lovelock, C. (2018). *Developing Service Products and Brands*. WS Professional.
- Woodside, A. G., & Walser, M. G. (2007). Building strong brands in retailing. *Journal of Business Research*, 60(1), 1-10.
- Worthington, S., Russell-Bennett, R., & Härtel, C. (2010). A tri-dimensional approach for auditing brand loyalty. *Journal of Brand Management*, 17(4), 243-253.
- Wu, L., & Norman, I. J. (2006). An investigation of job satisfaction, organizational commitment and role conflict and ambiguity in a sample of Chinese undergraduate nursing students. *Nurse Education Today*, 26(4), 304-314.
- Xia, H., & Yang, L. (2010, November). The employer branding and employee performance. In *Information Management, Innovation Management and Industrial Engineering (ICIII), 2010 International Conference on* (Vol. 4, pp. 536-538). IEEE.

- Yaghmale, F. (2009). Content validity and its estimation. *Journal of Medical Education*, 3(1).
- Yee, R. W., Yeung, A. C., & Cheng, T. E. (2010). An empirical study of employee loyalty, service quality and firm performance in the service industry. *International Journal of Production Economics*, 124(1), 109-120.
- Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology*, 34(8), 1617-1637.
- Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of business research*, 52(1), 1-14.
- Yousaf, A. (2010). One step ahead: Examining new predictors of affective organizational and occupational commitment. University of Twente.
- Yu, Q., Asaad, Y., Yen, D. A., & Gupta, S. (2018). IMO and internal branding outcomes: an employee perspective in UK HE. *Studies in Higher Education*, 43(1), 37-56.
- Zahra, S., Irum, A., Mir, S., & Chishti, A. (2013). Job satisfaction and faculty turnover intentions: A Case of Pakistani Universities. *IOSR Journal of Business and Management*, 9(2), 83-89.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *the Journal of Marketing*, 31-46.
- Zhou, Y., & Volkwein, J. F. (2004). Examining the influences on faculty departure intentions: A comparison of tenured versus nontenured faculty at research universities using NSOPF-99. *Research in higher education*, 45(2), 139-176.
- Zhu, Q., Yin, H., Liu, J., & Lai, K. H. (2014). How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing harmonious society in Chinese enterprises?. *Corporate Social Responsibility and Environmental Management*, 21(1), 28-40.
- Zikmund, W. G., & Babin, B. J., Carr, JC, & Griffin, M.(2009). *Business research methods*.
- Zins, A. H. (2001). Relative attitudes and commitment in customer loyalty models: Some experiences in the commercial airline industry. *International Journal of Service Industry Management*, 12(3), 269-294.

Appendix I

Introduction

Dear Respondent,

*I am Muhammad Awais Ilyas, PhD Scholar from College of Business, University Utara Malaysia. I am currently conducting a study on employee's perception on the practices of employer branding and its effect on employee's brand loyalty. I would like to extend my appreciations to you for your kind consideration in participating in this survey. You are only need 15 minutes to complete this questionnaire, there is **NO RIGHT AND WRONG ANSWER**, so feel free to answer based on your own experiences. For helping you in completing this questionnaire, please read the instruction carefully and refer to the **NOTE** attached in this booklet regarding the meaning of the term used in this study. This questionnaire will collect data regarding the effect of employer branding practices from employer side named Training and development, work life balance, employer brand reputation, compensation and benefits, corporate social responsibility, organizational culture and diversity influence on your engaged behaviour in job that later contributes to development of loyalty towards organization's brand.*

*For your information, data gained from this study is **STRICTLY FOR AN ACADEMIC PURPOSES** and will remain **STRICTLY CONFIDENTIAL**. If you have any enquiries, do not hesitate to contact me at:*

Muhammad Awais Ilyas
PhD Scholar
University Utara Malaysia,
06010 Sintok, Kedah Darul Aman, Malaysia
Tel: 00923335250087
Email: muhammad_awais1@oyagsb.uum.edu.my
awaisee99@yahoo.com

OR my Supervisors

Prof. Madya Dr. Hasnizam Bin Shaari
Head of Marketing
SBM, College of Business,
University Utara Malaysia,
06010 Sintok, Kedah Darul Aman, Malaysia
Email: zamree@uum.edu.my

Dr. Ahmad Said Ibrahim Alshuaibi
SBM, College of Business,
University Utara Malaysia,
06010 Sintok, Kedah Darul Aman, Malaysia
Email: ahmad_alshuaibi@uum.edu.my

Note:

Specific term and word in this study refers to the following:

- **Employer Brand-** refers to “the package of functional, economic and psychological benefits provided by employment and identified within the employing company”.
- **Training and Development-**refers to employees with necessary skills needed for the current as well as future job positions provided by employment.
- **Employer Brand Reputation-** refers to employee’s perceived reputation about their employer brand in external environment.

For each statement, please, fill in the number that indicates the extent to which you agree or disagree with the statement.

Strongly Disagree “1”	Disagree “2”	Slightly Disagree “3”	Neutral “4”	Slightly Agree “5”	Agree “6”	Strongly Agree “7”
-----------------------------	-----------------	-----------------------------	----------------	--------------------------	--------------	--------------------------

Training and Development									
1	TD1	My employer brand provides relevant training courses to academic staff.	1	2	3	4	5	6	7
2	TD2	My employer brand has structured training programs for its academic staff.	1	2	3	4	5	6	7
3	TD3	My employer brand organizes various conferences, workshops and training programs on regular basis.	1	2	3	4	5	6	7
4	TD4	My employer brand trains academic staff on skills that prepare them for future job position.	1	2	3	4	5	6	7
5	TD5	My employer brand invests heavily in training and development of its academic staff.	1	2	3	4	5	6	7
6	TD6	My employer brand provides information to academic staff on the availability of job openings inside the organization.	1	2	3	4	5	6	7
Employer Brand Reputation									
7	EBR1	My employer brand is highly reputable nationally and internationally.	1	2	3	4	5	6	7
8	EBR2	Friends and colleagues consider this employer brand as a great place to work.	1	2	3	4	5	6	7
9	EBR3	My employer brand produces innovative products and services.	1	2	3	4	5	6	7
10	EBR4	My employer brand's name adds value to the resume.	1	2	3	4	5	6	7
11	EBR5	There are probably many who would like to work for my employer brand.	1	2	3	4	5	6	7
12	EBR6	I am proud to say I work for this employer brand.	1	2	3	4	5	6	7
13	EBR7	My employer brand supports good causes.	1	2	3	4	5	6	7
Work Life Balance									
14	WLB1	My employer brand provides flexible working hours.	1	2	3	4	5	6	7
15	WLB2	My employer brand provides opportunity to work from home.	1	2	3	4	5	6	7
16	WLB3	My employer brand provides access to paid parental leave.	1	2	3	4	5	6	7
17	WLB4	Academic staff is permitted to leave the workplace in case of family emergency.	1	2	3	4	5	6	7
18	WLB5	My employer brand provides on-site sports activities.	1	2	3	4	5	6	7
Organization Culture									
19	OC1	My employer brand provides autonomy to its employees to take decisions.	1	2	3	4	5	6	7
20	OC2	Team work is highly encouraged by our employer brand.	1	2	3	4	5	6	7
21	OC3	Employees apply latest technology at	1	2	3	4	5	6	7

		workplace.							
22	OC4	My employer brand provides opportunity to move around and work in different roles.	1	2	3	4	5	6	7
23	OC5	The management genuinely responds to academic staff's suggestions and ideas.	1	2	3	4	5	6	7
Corporate Social Responsibility									
24	CSR1	My employer brand has a comprehensive code of conduct.	1	2	3	4	5	6	7
25	CSR2	My employer brand behaves responsibly towards the environment.	1	2	3	4	5	6	7
26	CSR3	My employer brand gives adequate contributions to charities.	1	2	3	4	5	6	7
27	CSR4	My employer brand establishes procedures to comply with students complaints.	1	2	3	4	5	6	7
28	CSR5	A confidential procedure is in place to report any misconduct at work.	1	2	3	4	5	6	7
Compensation and Benefits									
29	CB1	In general, the salary offered by my employer brand is high.	1	2	3	4	5	6	7
30	CB2	My employer brand provides overtime pay.	1	2	3	4	5	6	7
31	CB3	My employer brand provides good health benefits	1	2	3	4	5	6	7
32	CB4	My employer brand provides insurance coverage for employees and their dependents.	1	2	3	4	5	6	7
Diversity									
33	DIV1	Employees are hired based on their skills and abilities regardless of their gender, ethnicity or culture.	1	2	3	4	5	6	7
34	DIV2	Employees from different cultures are welcomed by our employer brand.	1	2	3	4	5	6	7
35	DIV3	My employer brand offers good variety of work activities.	1	2	3	4	5	6	7
36	DIV4	My employer brand has equal rights for men and women.	1	2	3	4	5	6	7
37	DIV5	My employer brand provides opportunity to work on different projects.	1	2	3	4	5	6	7
Employee Engagement									
38	EE1	The job I have makes me enthusiastic.	1	2	3	4	5	6	7
39	EE2	I view my job as being meaningful.	1	2	3	4	5	6	7
40	EE3	I like to work intensely.	1	2	3	4	5	6	7
41	EE4	I often become absorbed in the job I am doing.	1	2	3	4	5	6	7
42	EE5	The job gives me energy.	1	2	3	4	5	6	7

43	EE6	I persevere when I encounter challenges.	1	2	3	4	5	6	7
Employee Brand Loyalty									
44	EBL1	I say positive things about my employer brand to other people.	1	2	3	4	5	6	7
45	EBL2	I recommend my employer brand to anyone who seeks my opinion.	1	2	3	4	5	6	7
46	EBL3	I consider this employer brand as my first choice of working place.	1	2	3	4	5	6	7
47	EBL4	I intend to stay with this employer brand for a longer period.	1	2	3	4	5	6	7
48	EBL5	I would not switch my employer brand even if another brand offers a better remuneration.	1	2	3	4	5	6	7



UUM
Universiti Utara Malaysia

General Data: Please tick () the best box according to your information.	
Name	
Institution's Name	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Age	<input type="checkbox"/> Under 25 years <input type="checkbox"/> 26 years to 35 years <input type="checkbox"/> 36 years to 45 years <input type="checkbox"/> 46 years to 55 years <input type="checkbox"/> 56 years and above
Job Position	<input type="checkbox"/> Lecturer <input type="checkbox"/> Assistant Professor <input type="checkbox"/> Associate Professor <input type="checkbox"/> Professor
Monthly income	<input type="checkbox"/> Less than 50000 PKR <input type="checkbox"/> 51000 to 100000 PKR <input type="checkbox"/> Above than 100000 PKR
Education	<input type="checkbox"/> Masters <input type="checkbox"/> MPhil/MS <input type="checkbox"/> PhD
Job tenure	<input type="checkbox"/> Permanent <input type="checkbox"/> Visiting

Thank you for participating in this survey.